# Mendorong Inovasi Berkelanjutan, Membangun Ketahanan

## Driving Sustainable Innovation, Building Resilience

2025

**Laporan Keberlanjutan**

Sustainability Report

PT Jasa Marga (Persero) Tbk

# Membangun Inovasi Berkelanjutan, Membangun Ketahanan

## Driving Sustainable Innovation, Building Resilience

PT Jasa Marga (Persero) Tbk (yang selanjutnya disebut Perseroan atau Jasa Marga) senantiasa memenuhi kebutuhan masa kini dan masa depan industri infrastruktur di Indonesia dengan mendorong inovasi yang berkelanjutan sebagai landasan penguatan kinerja dan nilai perusahaan. Melalui penerapan teknologi digital, peningkatan efisiensi operasional, serta pengembangan kapasitas organisasi, Jasa Marga memastikan bahwa setiap proses bisnis berjalan selaras dengan prinsip keberlanjutan dan memberikan manfaat yang lebih besar bagi pengguna jalan tol dan masyarakat luas. Sejalan dengan itu, Jasa Marga membangun *resilience* untuk menjaga stabilitas Perseroan, mengelola risiko, dan tetap adaptif terhadap perubahan regulasi, dinamika ekonomi, maupun tantangan lingkungan.

Komitmen Jasa Marga dalam mendorong keberlanjutan tercermin dalam berbagai inovasi aktivitas operasionalnya di antaranya dengan mengembangkan *Hybrid Wind Tree*, Program Beautifikasi, pengembangan Ruang Terbuka Hijau (RTH), serta terus berkontribusi dalam mewujudkan tol berkelanjutan. Dengan spirit tersebut, Jasa Marga terus memperkuat perannya sebagai mitra pembangunan nasional yang mampu menghadirkan manfaat jangka panjang melalui layanan infrastruktur yang andal, inklusif, dan berwawasan keberlanjutan.

**Laporan Keberlanjutan**
Sustainability Report
**2025**

PT Jasa Marga (Persero) Tbk (hereinafter referred to as the “Company” or “Jasa Marga”) consistently fulfills the present and future needs of Indonesia’s infrastructure industry by promoting sustainable innovation as the foundation for strengthening performance and enhancing corporate value. Through the implementation of digital technologies, improvement of operational efficiency, and development of organizational capacity, Jasa Marga ensures that every business process aligns with sustainability principles and delivers greater benefits to toll road users and the wider community. In line with this, Jasa Marga continues to build resilience to maintain corporate stability, manage risks, and remain adaptive to regulatory changes, economic dynamics, and environmental challenges.

Jasa Marga’s commitment to advancing sustainability is reflected in various innovations across its operational activities, including the development of Hybrid Wind Trees, beautification programs, the expansion of Green Open Spaces (RTH), as well as its continuous contribution to the realization of sustainable toll roads. With this spirit, Jasa Marga continues to strengthen its role as a partner in national development, delivering long-term value through reliable, inclusive, and sustainability-oriented infrastructure services.

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# 01

# Tentang Laporan [GRI 2-2, 2-3, 2-4]

## About the Report

## Integrasi Digital dan Halal bagi UMKM Binaan
Digital and Halal Integration for Fostered MSMEs

Melalui Kampoeng UMKM Rest Area, Jasa Marga pada tahun 2025 mempercepat transformasi UMKM binaan dengan pendekatan digital dan halal sebagai fondasi peningkatan daya saing. Pendampingan sertifikasi halal serta penerapan sistem pembayaran dan pemasaran digital dilakukan untuk mendorong perluasan pasar, peningkatan kualitas produk, dan pengalaman layanan yang lebih andal bagi pengguna jalan tol.

Through the Kampoeng UMKM at Rest Area initiative, Jasa Marga accelerated the transformation of its MSME (SME) fostered partners in 2025 by adopting digital and halal-based approaches as the foundation for enhancing competitiveness. Assistance in halal certification, as well as the implementation of digital payment systems and digital marketing, was provided to support market expansion, improve product quality, and deliver a more reliable service experience for toll road users.

Penyusunan Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk. tahun 2025 merupakan laporan yang mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, SEOJK No 16/POJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, serta Standar Pengungkapan Keberlanjutan 1 dan 2 (*International Financial Reporting Standards* (IFRS) S1 dan S2). Laporan ini juga disusun sesuai dengan ("*in accordance to*") *Consolidated Set of* GRI *Standards*.

Entitas yang termasuk dalam Laporan Keberlanjutan ini yaitu PT Jasa Marga (Persero) Tbk. Oleh karenanya, tidak terdapat perbedaan daftar entitas yang termasuk dalam Laporan Keuangan Konsolidasian dan entitas yang termasuk dalam Laporan Keberlanjutan Perseroan. Namun demikian, data keuangan yang disampaikan dalam Laporan Keberlanjutan ini sesuai dengan Laporan Keuangan Konsolidasian yang telah diaudit oleh Kantor Akuntan Publik. Entitas yang termasuk dalam Laporan Keuangan Konsolidasian mencakup 17 entitas anak meliputi PT Jasamarga Transjawa Tol (JTT), PT Marga Sarana Jabar (MSJ), PT Jasamarga Manado Bitung (JMB), PT Jasamarga Bali Tol (JBT), PT Jasamarga Kunciran Cengkareng (JKC), PT Jasamarga Balikpapan Samarinda (JBS), PT Cinere Serpong Jaya (CSJ), PT Jasamarga Kualanamu Tol (JKT), PT Jasamarga Jogja Bawen (JJB), PT Marga Trans Nusantara (MTN), PT Jasamarga Jogja Solo (JMJ), PT Jasamarga Probolinggo Banyuwangi (JPB), PT Jasamarga Japek Selatan (JJS), PT Jasamarga Akses Patimban (JAP), PT Jasamarga Tollroad Operator (JMTO), PT Jasamarga Tollroad Maintenance (JMTM), dan PT Jasamarga Related Business (JMRB). Pendekatan konsolidasi dalam Laporan Keberlanjutan ini dilakukan dengan menyajikan data pada tingkat entitas induk, kecuali untuk indikator tertentu yang menggunakan data konsolidasian sesuai dengan Laporan Keuangan Konsolidasian. Data yang disajikan tidak mencakup penyesuaian atas kepentingan non-pengendali. Tidak terdapat perubahan material terkait merger, akuisisi, maupun pelepasan entitas selama periode pelaporan yang memengaruhi cakupan data dalam laporan ini.

The preparation of the 2025 Sustainability Report of PT Jasa Marga (Persero) Tbk. refers to the Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and the Financial Services Authority Circular Letter Number 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies, as well as the Sustainability Disclosure Standards 1 and 2 (International Financial Reporting Standards (IFRS) S1 and S2). This report has also been prepared in accordance with the Consolidated Set of GRI Standards.

The entity included in this Sustainability Report is PT Jasa Marga (Persero) Tbk. Therefore, there is no difference between the list of entities covered in the Consolidated Financial Statements and those included in the Company's Sustainability Report. Nevertheless, the financial data presented in this Sustainability Report is consistent with the Consolidated Financial Statements audited by a Public Accounting Firm. The entities included in the consolidated financial statements comprise 17 subsidiaries, namely PT Jasamarga Transjawa Tol (JTT), PT Marga Sarana Jabar (MSJ), PT Jasamarga Manado Bitung (JMB), PT Jasamarga Bali Tol (JBT), PT Jasamarga Kunciran Cengkareng (JKC), PT Jasamarga Balikpapan Samarinda (JBS), PT Cinere Serpong Jaya (CSJ), PT Jasamarga Kualanamu Tol (JKT), PT Jasamarga Jogja Bawen (JJB), PT Marga Trans Nusantara (MTN), PT Jasamarga Jogja Solo (JMJ), PT Jasamarga Probolinggo Banyuwangi (JPB), PT Jasamarga Japek Selatan (JJS), PT Jasamarga Akses Patimban (JAP), PT Jasamarga Tollroad Operator (JMTO), PT Jasamarga Tollroad Maintenance (JMTM), dan PT Jasamarga Related Business (JMRB). The consolidation approach in this Sustainability Report was applied by presenting data at the parent entity level, except for certain indicators that used consolidated data in accordance with the Consolidated Financial Statements. The data presented did not include adjustments for non-controlling interests. There were no material changes related to mergers, acquisitions, or disposals of entities during the reporting period that affected the scope of data in this report.

Periode Laporan Keberlanjutan ini adalah 1 Januari sampai dengan 31 Desember 2025 sesuai dengan periode Laporan Keuangan Perseroan dan disampaikan secara tahunan. Laporan Keberlanjutan ini dipublikasikan 28 April 2026.

Dalam Laporan Keberlanjutan ini, terdapat informasi yang disajikan kembali yaitu data terkait Laporan Keuangan Konsolidasian tahun 2024 dan 2023, termasuk pada intensitas energi dan intensitas emisi yang dihasilkan. Hal ini dikarenakan terdapat reklasifikasi di tahun 2025 bahwa Perseroan memperoleh pengendalian atas JMJ berdasarkan adendum Perjanjian Para Pemegang Saham (SHA) JMJ, yang mengakibatkan perubahan hak pengambilan keputusan dan struktur pengendalian. Sehingga, JMJ dikonsolidasikan ke laporan keuangan Konsolidasian. Dampak yang ditimbulkan yaitu adanya peningkatan pada akun-akun yang termasuk dalam Laporan Keuangan Konsolidasian. Selain itu, pada konsumsi energi listrik (2024) dan BBM (2024 dan 2023) juga mengalami restatement dikarenakan adanya penyesuaian metode perhitungan yang berdampak pada peningkatan jumlah konsumsi energi listrik dan BBM.

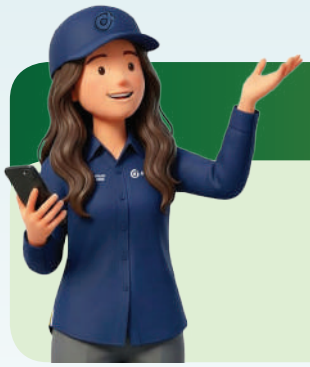
Untuk mendapatkan informasi lebih lanjut mengenai laporan ini, para pemangku kepentingan dapat menghubungi kontak di bawah ini.

The reporting period of this Sustainability Report is from January 1, to December 31, 2025, in line with the Company's Financial Reporting period, and it is presented on an annual basis. This report was published on April 28, 2026.

Within this Sustainability Report, certain information has been restated, particularly data related to the Consolidated Financial Statements for 2024 and 2023, including energy intensity and emissions intensity. This is due to a reclassification in 2025, whereby the Company obtained control over JMJ based on an addendum to the JMJ Shareholders' Agreement (SHA), resulting in changes to decision-making authority and control structure. Consequently, JMJ has been consolidated into the Group's financial statements. The impact of this change is reflected in an increase in the accounts included in the Consolidated Financial Statements. In addition, electricity energy consumption (2024) and fuel consumption (2024 and 2023) were also restated due to adjustments in the calculation methodology, which resulted in an increase in the reported amounts of electricity and fuel consumption.

For further information regarding this report, stakeholders are encouraged to contact the following.





**Corporate Communication & Community Development Group Head**

**PT Jasa Marga (Persero) Tbk**
Kantor Pusat
Plaza Tol Taman Mini
Indonesia Indah
Jakarta, 13550 Indonesia

+6221 841 3630, +6221 841 3526

# Proses Penentuan Topik Material [GRI 3-1, 3-2, 2-14]

## Process to Determine Material Topics

Dalam menentukan topik material, secara berkala Perseroan melakukan identifikasi, analisis aktivitas, dan hubungan bisnis berdasarkan konteks keberlanjutan, serta menganalisis pemangku kepentingan yang terdampak (*inside out*) maupun dampak dari para pemangku kepentingan terhadap Perseroan (materialitas finansial/*outside in*). Proses ini sejalan dengan identifikasi risiko Perseroan. Dalam menentukan risiko, Perseroan melibatkan berbagai unit kerja dan *stakeholder* eksternal. Unit kerja yang terlibat di antaranya *Operation & Maintenance Management Group* (OMM), *Concession Business Planning Group* (CBP), Regional, PT Jasamarga *Tollroad Maintenance* (JMTM), PT Jasamarga *Tollroad Operator* (JMTO), *Business Development Group* (BDE), *Corporate Finance & Investor Relations Group* (CFI), *Procurement & Fixed Asset Group* (PFA), PT Jasamarga *Related Business* (JMRB), *Engineering Planning Group* (EPL), APJT Kontruksi, *Risk and Quality, Health, Safety & Environment Group* (RQHSE), *Human Capital Services Group* (HCS), AP2JT, *Internal Audit Group* (IAU), *Legal and Compliance Group* (LCO), *Human Capital Development Group* (HCD), dan Jasa Marga *Learning Institute Group* (JLI). Sedangkan, *stakeholder* eksternal yang terlibat di antaranya BPJT, BNPB, Kementerian Perhubungan, Korlantas, Mitra Usaha, Perbankan dan Lembaga keuangan Non-Bank, Investor, Mitra Kerja, LMAN, PPK Lahan, Pemerintah Daerah, BMKG, Pemegang Saham, Komdigi, BSSN, Disnaker, BPKP, dan KPK. Hal ini dilakukan guna mendapatkan gambaran terkait isu keberlanjutan dengan mempertimbangkan aktivitas bisnis Perseroan, hubungan bisnis, pemangku kepentingan, dan konteks keberlanjutan.

Perseroan selanjutnya melakukan analisis atas dampak aktual dan potensial untuk masing-masing risiko di seluruh aktivitas dan hubungan bisnis Perseroan. Proses ini dilakukan agar Perseroan dapat memitigasi potensi dampak yang akan terjadi. Dalam menganalisis dampak, Perseroan menggunakan informasi dari berbagai sumber.

Setelah melakukan analisis dampak aktual dan potensial, Perseroan melakukan asesmen signifikansi dampak. Perseroan menilai signifikansi dampak yang sudah teridentifikasi dalam risiko Perseroan untuk dilakukan prioritasi isu keberlanjutan. Hal ini bertujuan untuk menentukan tindakan yang diambil oleh Perseroan dalam menangani dampak dan menentukan topik material yang relevan pada tahun pelaporan.

In determining material topics, the Company periodically conducts identification and analysis of its activities and business relationships based on the sustainability context, while also assessing affected stakeholders (inside-out) as well as the impacts of stakeholders on the Company (financial materiality/outside-in). In determining risks, the Company involves various internal work units and external stakeholders. The internal work units involved include the Operation & Maintenance Management Group (OMM), Concession Business Planning Group (CBP), Regional, PT Jasamarga Tollroad Maintenance (JMTM), PT Jasamarga Tollroad Operator (JMTO), Business Development Group (BDE), Corporate Finance & Investor Relations Group (CFI), Procurement & Fixed Asset Group (PFA), PT Jasamarga Related Business (JMRB), Engineering Planning Group (EPL), APJT Kontruksi, Risk and Quality, Health, Safety & Environment Group (RQHSE), Human Capital Services Group (HCS), AP2JT, Internal Audit Group (IAU), Legal and Compliance Group (LCO), Human Capital Development Group (HCD), dan Jasa Marga Learning Institute Group (JLI). Meanwhile, the external stakeholders involved include BPJT, BNPB, the Ministry of Transportation, Traffic Corps of the Indonesian National Police (Korlantas), business partners, banks and non-bank financial institutions, investors, contractors, LMAN, Land PPK, regional governments, BMKG, shareholders, National Digital Committee (Komdigi), BSSN, the Manpower Office (Disnaker), BPKP, and the Corruption Eradication Commission (KPK). This is conducted to obtain an overview of sustainability issues by considering the Company's business activities, business relationships, stakeholders, and the sustainability context.

The Company subsequently conducts an analysis of actual and potential impacts for each identified risk across all of its activities and business relationships. This process is undertaken to enable the Company to mitigate potential impacts that may arise. In analyzing these impacts, the Company utilizes information obtained from various sources.

Following the impact analysis, the Company assesses the significance of each impact to determine the priority of sustainability issues. This assessment guides the Company in identifying appropriate responses and establishing material topics for the reporting period.

Langkah selanjutnya yaitu Perseroan melakukan prioritasi topik material berdasarkan tingkat *scale and scope/severity* dan *likelihood*. Perseroan melakukan prioritasi risiko dengan *threshold High, Moderate to High*, dan *Moderate*. Risiko yang terpilih kemudian diselaraskan dengan topik material sesuai dengan GRI Standard. Masukan yang disampaikan oleh para pemangku kepentingan eksternal selanjutnya dipertimbangkan sebagai dasar dalam penentuan prioritas untuk menjadi topik material pada tahun 2025. Adapun pemangku kepentingan eksternal yang memberikan masukan meliputi Pemegang Saham, Regulator, Legislator, Serikat Pekerja, Pemasok, Media Massa, dan Ahli/Expert. Terdapat 1 (satu) topik material yang merupakan masukan dari pemangku kepentingan eksternal dan ahli/expert yang diputuskan menjadi topik material di tahun 2025 yaitu topik emisi. Kemudian topik material yang terpilih disampaikan kepada Direksi untuk dilakukan pembahasan di tingkat Direksi dan mendapat persetujuan untuk dilaporkan pada Laporan Keberlanjutan tahun 2025.

The next step involves prioritizing material topics based on the level of scale and scope/severity, as well as likelihood. The Company prioritizes risks using thresholds of High, Moderate to High, and Moderate. The selected risks are then aligned with material topics in accordance with the GRI Standards. Feedback provided by external stakeholders was considered as a basis for determining priorities in defining material topics for 2025, with stakeholders including Shareholders, Regulators, Legislators, Labor Unions, Suppliers, the Media, and Experts. One (1) material topic derived from input by external stakeholders and experts, namely emissions, was selected as a priority topic for 2025. The selected material topic was subsequently submitted to the Board of Directors for discussion at the Board level and was approved for reporting in the 2025 Sustainability Report.

Walaupun terdapat sejumlah isu yang tidak menjadi prioritas dalam laporan ini, Perseroan tetap melaksanakan evaluasi secara berkala terhadap seluruh isu yang relevan dengan kegiatan usaha dan para pemangku kepentingan, guna memastikan bahwa dinamika isu serta rasionalisasi keputusan pelaporan tercermin secara konsisten. Topik material yang telah ditetapkan oleh Perseroan turut dijadikan sebagai dasar pertimbangan oleh Perseroan dalam perencanaan serta penyusunan program keberlanjutan, baik untuk periode berjalan maupun untuk periode selanjutnya.

Although several issues were not prioritized in this report, the Company continued to conduct periodic evaluations of all issues relevant to its business activities and stakeholders to ensure that evolving issues and the rationale behind reporting decisions were consistently reflected. The material topics defined by the Company also served as a basis for consideration in the planning and development of sustainability programs, both for the current period and for subsequent periods.

Penelaahan isu keberlanjutan (ekonomi, lingkungan, sosial termasuk hak asasi manusia) terhadap aktivitas dan relasi bisnis Perusahaan

Review of sustainability issues (economic, environmental, and social, including human rights) related to the Company's activities and business relationships

Identifikasi dampak aktual dan potensial (ekonomi, lingkungan, sosial termasuk hak asasi manusia) terkait aktivitas dan relasi bisnis Perseroan terhadap pemangku kepentingan (*inside out*) dan dampak lingkungan eksternal terhadap kinerja Perseroan (*outside in*).

Identification of actual and potential impacts (economic, environmental, and social, including human rights) arising from the Company's activities and business relationships on stakeholders (inside-out), as well as the impact of external environmental factors on the Company's performance (outside-in)

Penilaian Signifikan Dampak

Assessment of the significance of impacts

Melakukan prioritas dampak signifikan yang akan dilaporkan dalam laporan keberlanjutan

Prioritization of significant impacts to be disclosed in the Sustainability Report

## Tabel Topik Material Tahun 2025
Table of 2025 Material Topics

| **Topik Material** Material Topics | **Isu Utama** Key Issues | **Pemangku Kepentingan yang Terdampak** Affected Stakeholders | **Alasan Bersifat Material** Material Reasons | **TPB** SDG |
|---|---|---|---|---|
| Kinerja Ekonomi<br>Economic Performance | • Nilai ekonomi langsung yang dihasilkan dan didistribusikan<br>• Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim<br>• Kewajiban program pensiun manfaat pasti dan program pensiun lainnya<br>• Bantuan finansial yang diterima dari pemerintah<br>• Direct-Economic Value Generated and Shared<br>• Financial implication, risk, and other opportunities due to climate change<br>• Defined Pensions Benefit Obligation and Other Retirement Programs<br>• Government Financial Assistance | • Pemegang Saham<br>• Investor<br>• Karyawan<br>• Shareholders<br>• Investor<br>• Employees | Kinerja ekonomi memberikan dampak signifikan bagi pemegang saham, pengguna jalan tol, pegawai, mitra kerja, dan pemerintah. Dengan kinerja yang kuat dan berkelanjutan, Jasa Marga dapat menjaga keberlanjutan operasional serta memperkuat ketahanan perusahaan dalam menghadapi risiko, termasuk dampak perubahan iklim terhadap infrastruktur dan layanan jalan tol.<br>Economic performance has a significant impact on shareholders, toll road users, employees, business partners, and the government. Through strong and sustainable performance, Jasa Marga is able to maintain operational sustainability while strengthening the Company's resilience in facing risks, including the impacts of climate change on toll road infrastructure and services. | |
| Anti Korupsi<br>Anti-corruption | • Operasi-operasi yang dinilai memiliki risiko terkait korupsi<br>• Komunikasi dan pelatihan tentang kebijakan dan prosedur anti korupsi<br>• Insiden korupsi yang terbukti dan tindakan yang diambil<br>• Operations Assessed for Corruption-Related Risks<br>• Communication and Training on Anti-Corruption Policies and Procedures<br>• Confirmed Corruption Incidents and Actions Taken | • Pemegang Saham<br>• Investor<br>• Karyawan<br>• Shareholders<br>• Investor<br>• Employees | Terdapat potensi terjadinya kasus penyuapan dan/atau konflik kepentingan yang melibatkan Jasa Marga. Potensi tersebut dapat muncul dalam berbagai aktivitas operasional maupun hubungan bisnis yang dijalankan Perseroan.<br>There is a potential risk of bribery and/or conflicts of interest involving Jasa Marga. Such risks may arise across various operational activities as well as in the Company's business relationships. | |
| Emisi<br>Emission | • Emisi GRK Langsung (Cakupan 1)<br>• Energi tidak langsung (Cakupan 2) Emisi GRK<br>• Emisi GRK (Cakupan 3) tidak langsung lainnya<br>• Intensitas Emisi GRK<br>• Pengurangan emisi GRK<br>• Emisi zat perusak ozon (BPO)<br>• Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya.<br>• Direct GHG Emissions (Scope 1)<br>• Indirect Energy GHG Emissions (Scope 2)<br>• Other Indirect GHG Emissions (Scope 3)<br>• GHG Emission Intensity<br>• GHG Emission Reduction<br>• Ozone-Depleting Substances (ODS) Emissions<br>• Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and other significant air emissions | • Karyawan<br>• Pemberi Kerja<br>• Masyarakat<br>• Pemerintah<br>• Mitra kerja<br>• Employees<br>• Employers<br>• Communities<br>• Government<br>• Business Partners | Penggunaan energi dalam seluruh aktivitas operasional Perseroan berkontribusi terhadap timbulnya emisi gas rumah kaca yang berdampak pada perubahan iklim. Oleh karena itu, Perseroan melakukan berbagai inisiatif mitigasi untuk menekan emisi tersebut, salah satunya melalui pemanfaatan panel surya sebagai sumber energi terbarukan guna mendukung kebutuhan listrik operasional di Kantor Pusat, sehingga dapat mengurangi ketergantungan pada energi berbasis fosil dan menurunkan jejak karbon perusahaan.<br>Energy consumption across the Company's operational activities contributes to greenhouse gas emissions, which have an impact on climate change. Therefore, the Company implements various mitigation initiatives to reduce such emissions, one of which is the utilization of solar panels as a renewable energy source to support operational electricity needs at the Head Office. This initiative helps reduce dependence on fossil-based energy and lowers the Company's carbon footprint. | |

| **Topik Material** Material Topics | **Isu Utama** Key Issues | **Pemangku Kepentingan yang Terdampak** Affected Stakeholders | **Alasan Bersifat Material** Material Reasons | **TPB** SDG |
|---|---|---|---|---|
| Masyarakat Lokal<br>Local Communities | • Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan<br>• Operasi organisasi yang memiliki dampak aktual atau potensi dampak negatif dan signifikan terhadap masyarakat setempat<br>• Operations involving local communities, impact assessments, and development programs<br>• Organizational operations that have actual or potentially significant negative impacts on local communities | • Pemegang Saham<br>• Masyarakat<br>• Karyawan<br>• Stakeholders<br>• Communities<br>• Employees | Perlunya peningkatan perhatian terhadap dampak sosial pembangunan infrastruktur, termasuk pengelolaan isu penggusuran dan gangguan lingkungan sekitar secara lebih berkelanjutan. Selain itu, terdapat peluang untuk memperkuat inisiatif pemberdayaan masyarakat setempat serta meningkatkan pelibatan masyarakat dalam proses pengembangan infrastruktur.<br>There is a need to enhance attention to the social impacts of infrastructure development, including the more sustainable management of resettlement issues and disruptions to surrounding communities. In addition, there are opportunities to strengthen local community empowerment initiatives and to increase community engagement in the infrastructure development process. | |
| Pendidikan dan Pelatihan<br>Training and Education | • Rata-rata jam pelatihan per tahun per karyawan<br>• Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan<br>• Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir<br>• Average training hours per year per employee<br>• Programs to enhance employee skills and transition assistance programs<br>• Percentage of employees receiving regular performance and career development reviews | • Pemegang Saham<br>• Karyawan<br>• Stakeholders<br>• Employees | Terdapat kebutuhan untuk meningkatkan kualifikasi dan kompetensi personel Manajemen Risiko guna mendukung efektivitas pengelolaan risiko Perseroan. Selain itu, dinamika perubahan prioritas bisnis dari pemegang saham serta penyesuaian kebijakan menjadi peluang bagi Perseroan untuk memperkuat keselarasan strategi dan tata kelola perusahaan.<br>There is a need to enhance the qualifications and competencies of Risk Management personnel to support the effectiveness of the Company's risk management practices. In addition, the dynamic changes in business priorities from shareholders, as well as policy adjustments, present opportunities for the Company to strengthen strategic alignment and corporate governance. | |

| **Topik Material** Material Topics | **Isu Utama** Key Issues | **Pemangku Kepentingan yang Terdampak** Affected Stakeholders | **Alasan Bersifat Material** Material Reasons | **TPB** SDG |
|---|---|---|---|---|
| Kesehatan dan Keselamatan Kerja<br>Occupational Health and Safety | • Sistem manajemen kesehatan dan keselamatan kerja<br>• Identifikasi bahaya, penilaian risiko, dan investigasi insiden<br>• Layanan kesehatan kerja<br>• Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja<br>• Pelatihan pekerja tentang kesehatan dan keselamatan kerja<br>• Peningkatan kualitas kesehatan kerja<br>• Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait dengan hubungan bisnis<br>• Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja<br>• Kecelakaan kerja<br>• Penyakit akibat kerja<br>• Occupational health and safety management system<br>• Hazard identification, risk assessment, and incident investigation<br>• Occupational health services<br>• Work participation, consultation, and communication on occupational health and safety<br>• Worker training on occupational health and safety<br>• Improvement of occupational health quality<br>• Prevention and mitigation of occupational health and safety impacts directly related to business relationships<br>• Workers covered under the occupational health and safety management system<br>• Work-related accidents<br>• Occupational diseases | • Karyawan<br>• Pengguna Jalan Tol<br>• Employees<br>• Toll road users | Timbulnya potensi gangguan kesehatan dan keselamatan kerja apabila aspek kesehatan dan keselamatan kerja tidak dikelola secara optimal. Kondisi tersebut berisiko menimbulkan dampak negatif terhadap keselamatan pekerja serta kelangsungan operasional Perseroan.<br>There is a potential risk of occupational health and safety incidents if these aspects are not managed optimally. Such conditions may result in negative impacts on employee safety as well as the continuity of the Company's operations. | |
| Kesehatan dan Keselamatan Pelanggan<br>Customer Health and Safety | • Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa<br>• Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa<br>• Health and safety impact assessment from various product and service categories<br>• Non-compliance incident related to the health and safety impacts of products and services | • Pelanggan<br>• Masyarakat<br>• Pengguna Jalan Tol<br>• Customer<br>• Community<br>• Toll road users | Potensi terjadinya gangguan keselamatan di jalan tol dapat menimbulkan risiko bagi masyarakat pengguna dan pelanggan Jasa Marga jika tidak dikelola secara optimal. Hal ini dapat berdampak pada meningkatnya kecelakaan, ketidaknyamanan perjalanan, serta menurunnya kepercayaan masyarakat terhadap keselamatan dan kualitas layanan Perseroan.<br>Potential safety disruptions on toll roads may pose risks to users and customers of Jasa Marga if not managed optimally. This may lead to an increase in accidents, reduced travel comfort, and a decline in public trust in the safety and quality of the Company's services. | |

Beberapa topik material tahun 2024 yang tidak diprioritaskan untuk dilaporkan pada Laporan Keberlanjutan tahun 2025 beserta alasannya dijelaskan sebagai berikut.

Some material topics in 2024 that are not prioritized for reporting in the 2025 Sustainability Report and its reasons are explained as follows.

| **Topik Material**<br>Material Topics | **Alasan**<br>Reason |
|---|---|
| Keberadaan Pasar<br>Market Presence | Jasa Marga telah mengikuti dan mematuhi regulasi ketenagakerjaan yang berlaku, termasuk ketentuan Upah Minimum Regional sesuai wilayah operasionalnya sebagaimana tercantum dalam Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, pemberian upah minimum diarahkan kepada pencapaian kebutuhan hidup layak bagi karyawan. Karena kepatuhan terhadap regulasi tersebut sudah menjadi standar dan tidak menimbulkan risiko signifikan, maka isu Keberadaan Pasar khususnya terkait perbandingan upah entry level terhadap upah minimum tidak lagi dianggap sebagai topik material utama.<br>Jasa Marga has complied with and adhered to applicable labor regulations, including the Regional Minimum Wage provisions in accordance with its operational areas, as stipulated in Law No. 13 of 2003 on Manpower. The provision of minimum wages is aimed at ensuring a decent standard of living for employees. As compliance with these regulations has become standard practice and does not pose significant risk, the issue of Market Presence, particularly in relation to the comparison between entry-level wages and minimum wages, is no longer considered a key material topic. |
| Dampak Ekonomi Tidak Langsung<br>Indirect Economic Impacts | Topik Dampak Ekonomi Tidak Langsung tidak lagi dikategorikan sebagai material karena kontribusinya saat ini telah terukur dan terdokumentasi dengan jelas melalui indikator kinerja operasional dan ekonomi perusahaan. Dampak ekonomi tidak langsung yang dilaksanakan bersamaan dengan kegiatan TJSL telah diatur dalam Keputusan Direksi No. 130/KPTS/2023 tentang Program Tanggung Jawab Sosial & Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk.<br>The topic of Indirect Economic Impacts is no longer categorized as material, as its contributions have been clearly measured and documented through the Company's operational and economic performance indicators. Indirect economic impacts carried out in conjunction with the Company's Social and Environmental Responsibility (TJSL) programs are governed under Board of Directors Decree No. 130/KPTS/2023 concerning the Social and Environmental Responsibility (TJSL) Program of PT Jasa Marga (Persero) Tbk. |
| Energi<br>Energy | Pengelolaan energi di Perseroan telah dilakukan secara efektif dan terdokumentasi, tercermin dari penerapan Sistem Manajemen Lingkungan Perseroan yang tersertifikasi ISO 14001:2015.<br>Energy management within the Company has been effectively implemented and well-documented, as reflected in the adoption of the Company's Environmental Management System, which is certified under ISO 14001:2015. |
| Ketenagakerjaan<br>Employment | Topik Ketenagakerjaan tidak lagi dianggap material bagi Jasa Marga karena perusahaan telah memiliki sistem rekrutmen yang terstandarisasi dan praktik manajemen SDM yang efektif, sehingga tingkat pergantian karyawan (*turnover*) dapat dikendalikan dengan baik. Pengelolaan ketenagakerjaan juga telah diatur dalam Kebijakan ketenagakerjaan telah diatur dalam Keputusan Direksi Nomor 13/KPTS/2021 tanggal 16 Februari 2021 tentang *Talent* Management beserta perubahannya melalui Keputusan Direksi Nomor 151/KPTS/2024 tanggal 29 Juli 2024.<br>The topic of Employment is no longer considered material for Jasa Marga, as the Company has established standardized recruitment systems and effective human capital management practices, enabling it to maintain a well-controlled employee turnover rate. Employment management is also governed under the Company's policies, including Board of Directors Decree No. 13/KPTS/2021 dated 16 February 2021 on Talent Management along with its amendments through Board of Directors Decree Number 151/KPTS/2024 dated July 29, 2024. |

# Manajemen Topik Material [GRI 3-3]

## Material Topics Management

### Kinerja Ekonomi

Kinerja ekonomi telah memberikan dampak terhadap peningkatan kepercayaan investor terhadap Perseroan. Peningkatan kinerja ekonomi juga akan berdampak pada penerimaan negara, khususnya dalam bentuk pajak. Sepanjang tahun 2025, tidak terdapat dampak negatif signifikan terkait kinerja ekonomi. Perseroan meyakini bahwa Perseroan memiliki fondasi keuangan yang kuat. Hal ini ditunjang dari 13 ruas jalan tol mature yang telah optimal dan menghasilkan.

Komitmen Perseroan dalam mengelola dan meningkatkan kinerja ekonomi telah dituangkan secara resmi melalui penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) yang diselaraskan dengan Rencana Jangka Panjang Perusahaan (RJPP). Kedua dokumen tersebut memuat arah strategis serta target yang menegaskan komitmen Perseroan untuk mencapai pertumbuhan yang berkelanjutan dari waktu ke waktu. Secara berkala, Perseroan melakukan evaluasi atas realisasi target kinerja, baik dari aspek operasional maupun keuangan, yang kemudian dituangkan dalam Laporan Manajemen Triwulanan dan Tahunan. Melalui mekanisme pemantauan dan evaluasi yang berkesinambungan tersebut, Perseroan dapat secara dini mengidentifikasi potensi penurunan kinerja sehingga langkah tindak lanjut dapat segera dilakukan secara tepat dan terukur.

Perseroan senantiasa mengelola pencapaian kinerja keuangan melalui penerapan manajemen portofolio yang terstruktur dan baik. Evaluasi atas realisasi RKAP dan RJPP yang dilakukan secara berkala telah memberikan kontribusi terhadap peningkatan kinerja Perseroan. Hal ini tercermin dari kemampuan Perseroan dalam meningkatkan pendapatan dan laba usaha dari tahun ke tahun, khususnya dalam lima tahun terakhir. Dalam proses penyusunan dan penetapan RKAP serta RJPP, Perseroan melibatkan berbagai pemangku kepentingan, terutama pemegang saham yang memberikan persetujuan atas dokumen perencanaan tersebut. Pelaksanaan pengelolaan kinerja ekonomi berada di bawah tanggung jawab *Corporate Planning & Portfolio Management Group* pada Direktorat Keuangan, dengan melibatkan *Corporate Finance Group Head* serta unit kerja terkait lainnya.

Atas komitmen Perseroan dalam mengelola kinerja ekonomi, sepanjang tahun 2025 Perseroan berhasil meningkatkan pendapatan jalan tol menjadi sebesar Rp18.153.333 juta meningkat dibandingkan tahun 2024 yang sebesar Rp17.222.334 juta.

### Economic Performance

Economic performance has contributed to increased investor confidence in the Company. Improved economic performance also has an impact on state revenues, particularly in the form of taxes. Throughout 2025, there were no significant negative impacts related to economic performance. The Company believes that it has a strong financial foundation, supported by 13 mature toll road sections that have reached optimal performance and generate stable returns.

The Company's commitment to managing and enhancing its economic performance is formally outlined through the preparation of the Corporate Work Plan and Budget (RKAP), which is aligned with the Company's Long-Term Plan (RJPP). These documents set out the strategic direction and targets that underscore the Company's commitment to achieving sustainable growth over time. On a periodic basis, the Company evaluates the realization of its performance targets, both from operational and financial perspectives, which are subsequently reported in the Quarterly and Annual Management Reports. Through this continuous monitoring and evaluation mechanism, the Company is able to identify potential performance declines at an early stage, enabling timely and well-measured follow-up actions to be undertaken.

The Company consistently manages the achievement of its financial performance through the implementation of structured and sound portfolio management. Periodic evaluations of the realization of the RKAP and RJPP have contributed to the improvement of the Company's performance. This is reflected in the Company's ability to increase revenue and operating profit year by year, particularly over the past five years. In the process of preparing and establishing the RKAP and RJPP, the Company involves various stakeholders, particularly shareholders who provide approval for these planning documents. The implementation of economic performance management falls under the responsibility of the Corporate Planning & Portfolio Management Group within the Finance Directorate, involving the Corporate Finance Group Head as well as other related work units.

As part of the Company's commitment to managing its economic performance, throughout 2025 the Company successfully increased toll road revenue to IDR18,153,333 million, compared to IDR17,222,334 million in 2024.

## Anti Korupsi

Perseroan menyadari bahwa risiko terkait korupsi memiliki dampak negatif terhadap reputasi Perseroan. Risiko terkait korupsi jika tidak dikelola dengan efektif akan berpotensi memberikan dampak negatif berupa adanya insiden korupsi baik di lingkungan internal, proses bisnis, maupun dalam rantai nilai Perseroan. Oleh karenanya, Perseroan terus berupaya untuk mencegah segala bentuk tindakan korupsi dalam bentuk apapun dan oleh siapapun. Pengelolaan sistem manajemen anti korupsi berada di bawah koordinasi dari Internal Audit Senior Group Head.

Evaluasi efektivitas penerapan anti korupsi dilakukan dengan Penilaian Risiko Penilaian Risiko Anti *Fraud* (*Fraud Risk Assessment*/FRA) secara berkala pada setiap unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office* dengan mengacu pada Keputusan Bersama Dewan Komisaris dan Direksi Nomor: KEP-153/IX/2025 dan 134/KPTS/2025 tentang Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk serta Keputusan Direksi Nomor: 164/KPTS/2025 tentang Manual Sistem Manajemen Anti Penyuapan PT Jasa Marga (Persero) Tbk. Perseroan memiliki target tidak adanya insiden korupsi dalam seluruh aktivitas operasional Perseroan. Sebagai realisasi Keputusan Direksi No. 248/KPTS/2024 tentang Pedoman Strategi Anti Fraud PT Jasa Marga (Persero) Tbk, Perseroan juga melaksanakan penilaian risiko fraud (*Fraud Risk Assessment*/FRA) yang terintegrasi dengan BRA, pada setiap unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office*. Penerapan anti korupsi yang efektif juga tercermin melalui implementasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP)/ *Anti-Bribery Management System* secara bertahap yang telah dimulai sejak tahun 2020.

Sebagai komitmen Perseroan dalam mencegah segala bentuk *fraud*, Perseroan juga menyediakan saluran pengaduan pelaporan pelanggaran (*Whistleblowing System*/WBS) dengan nama WBS Jasa Marga Amanah sebagai wadah untuk melaporkan tindakan yang melanggar hukum maupun perilaku tidak etis. Fasilitas WBS dikelola oleh pihak independen dan profesional, serta dapat diakses pada https://idn.deloitte-halo.com/whistleblowing.tips/wbs/@jasamarga/, email jasamarga.wbs@tipoffs.info, hotline +6221 39528855, whatsapp +62 8111978503, dan PO BOX 3025 JKP 10030. Seluruh informasi yang masuk melalui WBS dan masuk dalam lingkup pelaporan yang dapat ditindaklanjuti berdasarkan mekanisme WBS, disampaikan kepada Direksi dan Dewan Komisaris untuk selanjutnya ditindaklanjuti sesuai mekanisme WBS yang berlaku di Perseroan, yaitu mengacu pada Keputusan Bersama Dewan Komisaris dan Direksi No. KEP 149/IX/2024 dan No. 191/KPTS/2024 tentang Pedoman Whistleblowing System PT Jasa Marga (Persero) Tbk.

## Anti-corruption

The Company recognizes that corruption-related risks may have a negative impact on its reputation. If not effectively managed, such risks may potentially lead to corruption incidents within the internal environment, business processes, as well as the Company's value chain. Therefore, the Company continuously strives to prevent all forms of corruption, in any form and by any party. The management of the anti-corruption management system is coordinated under the Internal Audit Senior Group Head.

The effectiveness of anti-corruption implementation is evaluated through periodic Bribery Risk Assessments (BRA) conducted in each work unit across the Head Office, Regional Offices, and Representative Offices, in accordance with the Joint Decree of the Board of Commissioners and the Board of Directors No. KEP-153/IX/2025 and 134/KPTS/2025 concerning the Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk, as well as Board of Directors Decree No. 164/KPTS/2025 concerning the Manual of the Anti-Bribery Management System of PT Jasa Marga (Persero) Tbk. The Company targets the absence of corruption incidents across all operational activities. As part of the implementation of Board of Directors Decree No. 248/KPTS/2024 concerning the Anti-Fraud Strategy Guidelines of PT Jasa Marga (Persero) Tbk, the Company also conducts Fraud Risk Assessments (FRA) integrated with BRA in each work unit at the Head Office, Regional Offices, and Representative Offices. The effective implementation of anti-corruption practices is further reflected in the gradual implementation of ISO 37001:2016 Anti-Bribery Management System (ABMS), which has been initiated since 2020.

As part of the Company's commitment to preventing all forms of fraud, the Company also provides a whistleblowing channel, namely the WBS Jasa Marga Amanah, as a platform for reporting unlawful acts and unethical behavior. The WBS facility is managed by an independent and professional third party and can be accessed through [https://idn](https://idn).deloitte-halo.com/whistleblowing.tips/wbs/@jasamarga/, email [jasamarga.wbs@tipoffs.info](mailto:jasamarga.wbs@tipoffs.info), hotline +6221 39528855, WhatsApp +62 8111978503, and PO BOX 3025 JKP 10030. All information received through the WBS that falls within the scope of actionable reports under the WBS mechanism is submitted to the Board of Directors and the Board of Commissioners for follow-up in accordance with the applicable WBS procedures of the Company, as stipulated in the Joint Decree of the Board of Commissioners and the Board of Directors No. KEP-149/IX/2024 and No. 191/KPTS/2024 concerning the Whistleblowing System Guidelines of PT Jasa Marga (Persero) Tbk.

Berdasarkan hasil evaluasi berkala melalui FRA yang terintegrasi dengan BRA serta pemantauan laporan melalui WBS, Perseroan memperoleh pembelajaran terkait area rawan risiko, efektivitas pengendalian, dan kebutuhan peningkatan budaya integritas, yang kemudian diintegrasikan ke dalam penyempurnaan kebijakan, prosedur operasional, serta penguatan SMAP melalui pembaruan pedoman, sosialisasi, dan pelatihan berkelanjutan. Selain itu, keterlibatan pemangku kepentingan meliputi pemegang saham, investor, dan karyawan senantiasa memberikan masukan yang digunakan dalam merumuskan langkah mitigasi dan peningkatan transparansi, yang selanjutnya dievaluasi efektivitasnya melalui hasil BRA dan FRA, tindak lanjut atas laporan WBS, serta pencapaian target nihil insiden korupsi yang terbukti.

Atas komitmen Perseroan dalam mencegah segala bentuk tindakan korupsi, berdampak positif pada berhasilnya pencapaian target berupa tidak terdapatnya insiden korupsi yang terbukti, baik yang mengakibatkan pengakhiran kontrak dengan mitra bisnis, maupun insiden korupsi yang terbukti terkait dengan Perseroan atau karyawan Perseroan.

Based on the results of periodic evaluations through BRA, FRA, and monitoring of WBS reports, the Company has gained insights into risk-prone areas, the effectiveness of controls, and the need to strengthen the culture of integrity. These insights have been integrated into the enhancement of policies, operational procedures, and the strengthening of the Anti-Bribery Management System (ABMS) through updated guidelines, continuous socialization, and training programs. In addition, stakeholder engagement, including shareholders, investors, and employees, has consistently provided input that is used to formulate mitigation measures and improve transparency, which is subsequently evaluated for effectiveness through BRA and FRA results, follow-up actions on WBS reports, and the achievement of the proven zero-corruption incident target.

The Company's commitment to preventing all forms of corruption has resulted in the successful achievement of a target of zero proven corruption incidents, including those leading to termination of contracts with business partners, as well as any proven corruption incidents involving the Company or its employees.



## Emisi

Indonesia berencana mengurangi emisi sebesar 31,89% dengan usaha sendiri dan hingga 43,20% dengan bantuan internasional. Oleh karena itu, Jasa Marga, didorong untuk menghitung emisi yang dihasilkan dari setiap sektor operasionalnya. Perubahan iklim memiliki dampak aktual dan potensial negatif di antaranya kerusakan infrastruktur jalan tol dan gangguan operasional, percepatan kerusakan aspal dan beton, terkendalanya proses operasional terutama di rest area. Namun demikian, Perseroan telah memiliki upaya mitigasi atas dampak negatif terhadap perubahan iklim di antaranya dengan melakukan pemantauan dan peringatan dini, memperkuat infrastruktur tahan bencana, penyediaan ruang hijau, penggunaan material tahan panas, pengelolaan dan konservasi air, serta inisiatif lain yang dapat mengurangi emisi GRK yang berasal dari aktivitas operasional Perseroan seperti penggunaan kendaraan listrik, pemanfaatan panel surya, penghematan konsumsi BBM, serta memperluas penggunaan energi surya dalam aktivitas operasional.

Komitmen Perseroan dalam memitigasi perubahan iklim diwujudkan dengan penyusunan Roadmap *Net Zero Emission*. Jasa Marga telah melakukan perhitungan emisi *baseline* dan juga menyusun skenario NZE sebagai acuan dalam mencapai target perusahaan dan berkontribusi pada target nasional. Dengan ini, Jasa Marga berupaya untuk tidak hanya berkomitmen untuk mengurangi dampak lingkungan dari operasionalnya tetapi juga berperan aktif dalam mendukung

## Emission

Indonesia has set a target to reduce emissions by 31.89% through its own efforts and up to 43.20% with international support. In this context, Jasa Marga is encouraged to measure emissions generated from each of its operational sectors. Climate change had actual and potential adverse impacts, including damage to toll road infrastructure and operational disruptions, accelerated deterioration of asphalt and concrete, and constraints on operational processes, particularly in rest areas. Nevertheless, the Company has implemented various mitigation measures to address the negative impacts of climate change, including monitoring and early warning systems, strengthening climate-resilient infrastructure, providing green open spaces, utilizing heat-resistant materials, as well as water management and conservation. In addition, the Company has undertaken initiatives to reduce greenhouse gas (GHG) emissions from its operational activities, such as the use of electric vehicles, installation of solar panels, fuel consumption efficiency measures, and the expansion of solar energy utilization across its operations.

The Company's commitment to mitigating climate change is demonstrated through the development of a Net Zero Emission (NZE) Roadmap. Jasa Marga has conducted baseline emissions calculations and formulated NZE scenarios as a reference for achieving the Company's targets and contributing to national goals. Through this initiative, Jasa Marga not only commits to reducing the environmental impact of its operations but also plays an active role in supporting national efforts to achieve

upaya nasional untuk mencapai target pengurangan emisi sesuai dengan Perjanjian Paris. Melalui pendekatan ini, Jasa Marga berupaya memastikan untuk setiap langkah yang diambil selaras dengan tujuan global dalam menghadapi perubahan iklim, serta meningkatkan transparansi dan akuntabilitas dalam pengelolaan lingkungan.

Pengelolaan perubahan iklim merupakan tanggung jawab bersama seluruh insan Jasa Marga di bawah koordinasi Komite *Sustainability*. Evaluasi efektivitas pelaksanaan reduksi perubahan iklim yaitu dilakukan dengan mengukur pencapaian emisi GRK yang dihasilkan dengan membandingkan dengan *baseline* yang ditetapkan Perseroan. Di samping itu, efektivitas Perseroan dalam mereduksi perubahan iklim juga tercermin dengan telah dimilikinya ISO 14001:2015 *Environmental Management System*.

Berdasarkan evaluasi pengelolaan perubahan iklim, Perseroan memperoleh pembelajaran terkait pentingnya pengukuran emisi, efisiensi energi, dan ketahanan infrastruktur, yang kemudian diintegrasikan ke dalam kebijakan dan prosedur operasional melalui Roadmap Net Zero Emission serta penguatan sistem manajemen lingkungan; keterlibatan pemangku kepentingan memberikan masukan dalam penyusunan strategi mitigasi dan penetapan program, sementara efektivitasnya dievaluasi melalui pencapaian emisi terhadap baseline dan implementasi ISO 14001:2015, yang menunjukkan bahwa langkah yang diambil telah berjalan efektif dalam mengelola dampak perubahan iklim.

Namun demikian, seiring dengan peran Perseroan dalam menyediakan layanan infrastruktur jalan tol yang mendukung mobilitas dan pertumbuhan ekonomi, aktivitas operasional Perseroan juga berpotensi menghasilkan emisi GRK yang berkontribusi terhadap perubahan iklim. Menyadari hal tersebut, Perseroan berkomitmen untuk terus meningkatkan pengelolaan dampak lingkungan melalui berbagai langkah strategis dalam pengendalian emisi, efisiensi energi, serta penerapan prinsip pembangunan berkelanjutan.

Atas komitmen Perseroan, dalam mengelola emisi GRK, sepanjang tahun 2025, emisi GRK cakupan 1 berkurang menjadi sebesar 18.820,65 TonCO2eq dari sebelumnya pada tahun 2024 sebesar 19.203,14 TonCO2eq. Emisi Cakupan 2 berkurang menjadi sebesar 52.485,79 TonCO2eq dari sebelumnya pada tahun 2024 sebesar 58.866,9 TonCO2eq.

## Masyarakat Lokal

Perseroan senantiasa berkomitmen untuk memberikan kontribusi positif kepada masyarakat serta mengurangi potensi dampak negatif yang mungkin timbul dari aktivitas usahanya. Upaya Perseroan dalam memitigasi dampak

emission reduction targets in line with the Paris Agreement. By adopting this approach, Jasa Marga seeks to ensure that every step taken is aligned with global objectives in addressing climate change, while also enhancing transparency and accountability in environmental management.

Climate change management is a shared responsibility of all Jasa Marga personnel under the coordination of the Sustainability Committee. The effectiveness of climate change mitigation efforts is evaluated by measuring greenhouse gas (GHG) emissions and comparing the results against the baseline established by the Company. In addition, the Company's effectiveness in mitigating climate change is further reflected in its certification of the ISO 14001:2015 Environmental Management System.

Based on the evaluation of climate change management, the Company gained insights into the importance of emission measurement, energy efficiency, and infrastructure resilience, which were subsequently integrated into policies and operational procedures through the Net Zero Emission Roadmap and the strengthening of the environmental management system. Stakeholder engagement provided input in formulating mitigation strategies and defining programs, while effectiveness was assessed through emission performance against the baseline and the implementation of ISO 14001:2015, demonstrating that the measures undertaken have been effective in managing climate change impacts.

However, in line with the Company's role in providing toll road infrastructure services that support mobility and economic growth, its operational activities may also generate GHG emissions that contribute to climate change. Recognizing this, the Company is committed to continuously enhancing its environmental impact management through various strategic measures in emissions control, energy efficiency, and the implementation of sustainable development principles.

In line with this commitment to GHG emissions management, in 2025 Scope 1 GHG emissions decreased to 18,820.65 $tCO_2e$ from 19,203.14 TonCO2eq in 2024. Meanwhile, Scope 2 emissions decreased to 52,485.79 TonCO2eq from 58,866.9 TonCO2eq in 2024.

## Local Communities

The Company is consistently committed to making a positive contribution to society while reducing potential adverse impacts arising from its business activities. The Company's efforts to mitigate potential negative impacts

potensial negatif diwujudkan antara lain melalui penciptaan lapangan kerja dan pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL), termasuk inisiatif pengembangan masyarakat lokal. Masyarakat lokal didefinisikan sebagai masyarakat yang berada di sekitar wilayah operasional Jasa Marga Group. Program-program tersebut dirancang untuk memberikan manfaat nyata bagi masyarakat, seperti peningkatan pengetahuan, keterampilan, dan keahlian, serta perbaikan aspek kesehatan. Sepanjang tahun 2025, tidak terdapat dampak aktual negatif yang signifikan terhadap masyarakat lokal sebagai akibat dari kegiatan operasional Perseroan, serta Perseroan tidak terlibat dampak negatif akibat dari hubungan bisnis, maupun aktivitas dengan mitra usaha.

Komitmen Perseroan dalam memberikan dampak positif dituangkan dalam program TJSL yang telah diatur dalam Keputusan Direksi No. 130/KPTS/2023 tentang Program Tanggung Jawab Sosial & Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk. Pelaksanaan aktivitas TJSL senantiasa melibatkan masyarakat di seluruh wilayah operasional Perseroan. Program TJSL dikelola oleh *Corporate Social Responsibility* (CSR) Department yang berada di bawah Corporate Communication & Community Development Group.

Pelibatan pemangku kepentingan, khususnya masyarakat lokal, dilakukan secara aktif melalui konsultasi, sosialisasi program, dan saluran pengaduan seperti Call Center 14080, laman resmi, dan media sosial. Masukan yang diterima digunakan untuk merancang dan menyesuaikan program agar lebih tepat sasaran, termasuk penentuan prioritas kegiatan dan alokasi anggaran.

Dalam melakukan pemantauan terhadap dampak kegiatan usaha terhadap masyarakat, Perseroan menyediakan saluran pengaduan yang dapat diakses melalui *Call Center* 14080, laman resmi perusahaan di www.jasamarga.com, serta media sosial Perseroan. Selain itu, Perseroan menerapkan mekanisme pelaporan triwulanan dan tahunan atas pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) guna memastikan program dan anggaran tersalurkan secara tepat sasaran. Hasil evaluasi tersebut juga dimanfaatkan sebagai bahan perbaikan dan penyempurnaan dalam penyusunan rencana kerja pada periode berikutnya.

## Pendidikan dan Pelatihan

Penyelenggaraan pelatihan dan pendidikan bagi karyawan memberikan kontribusi positif terhadap peningkatan produktivitas karyawan yang pada akhirnya turut mendukung peningkatan kinerja dan keberlanjutan pertumbuhan pendapatan Perseroan. Perseroan memberikan kesempatan

are implemented, among others, through job creation and the implementation of Corporate Social and Environmental Responsibility (CSER) programs, including local community development initiatives. Local communities are defined as those residing around the operational areas of the Jasa Marga Group. These programs are designed to deliver tangible benefits to society, such as improved knowledge, skills, and competencies, as well as enhanced health outcomes. Throughout 2025, there were no significant actual negative impacts on local communities resulting from the Company's operational activities, and the Company was not involved in any negative impacts arising from business relationships or activities with business partners.

The Company's commitment to delivering positive impacts is embodied in its Social and Environmental Responsibility (TJSL) programs, which are governed under Board of Directors Decree No. 130/KPTS/2023 concerning the Social and Environmental Responsibility (TJSL) Program of PT Jasa Marga (Persero) Tbk. The implementation of TJSL activities consistently involves communities across all of the Company's operational areas. These programs are managed by the Corporate Social Responsibility (CSR) Department under the Corporate Communication & Community Development Group.

Stakeholder engagement, particularly with local communities, was actively conducted through consultations, program socialization, and complaint channels such as Call Center 14080, official website, and social media platforms. Inputs received were utilized to design and adjust programs to ensure greater relevance and targeting accuracy, including the determination of activity priorities and budget allocation.

In monitoring the impact of its business activities on society, the Company provides complaint channels accessible through the Call Center 14080, the Company's official website at www.jasamarga.com, as well as its social media platforms. In addition, the Company implements quarterly and annual reporting mechanisms for the execution of its Social and Environmental Responsibility (TJSL) programs to ensure that programs and budgets are properly allocated and effectively targeted. The results of these evaluations are also utilized as inputs for improvement and refinement in the preparation of work plans for subsequent periods.

## Education and Training

Stakeholder engagement, particularly with local communities, was actively conducted through consultations, program socialization, and complaint channels such as Call Center 14080, official website, and social media platforms. Inputs received were utilized to design and adjust programs to

yang setara bagi seluruh karyawan untuk memperoleh pelatihan dan pendidikan sebagaimana tertuang dalam Kebijakan Learning and Development Nomor 155/KPTS/2023 tentang Penyelenggaraan Program Pembelajaran yang disahkan tanggal 6 Desember 2023 sebagai bagian dari pengelolaan talent management yang berkelanjutan. Pelaksanaan program pengembangan tersebut disesuaikan dengan kebutuhan kompetensi masing-masing karyawan serta selaras dengan kebutuhan dan prioritas strategis Perusahaan. Program pengembangan ini dirancang untuk meningkatkan daya saing karyawan secara berkelanjutan sehingga mampu mendorong pertumbuhan kinerja individu maupun Perseroan secara keseluruhan. Pengembangan karyawan melalui *learning and development* ini ditujukan agar karyawan Perseroan memiliki daya saing tinggi guna mendorong pertumbuhan kinerjanya. Pengembangan kompetensi karyawan tersebut dilakukan dengan menerapkan konsep digital melalui pembelajaran aktif pada Human Capital Management Integrated System (JM Click) serta berdasarkan kepada Learning Academy di Perseroan.

ensure greater relevance and targeting accuracy, including the determination of activity priorities and budget allocation. These development programs are designed to continuously enhance employee competitiveness, thereby supporting the improvement of both individual and overall Company performance. Employee development through learning and development initiatives aims to equip employees with strong competitiveness to drive their performance growth. The enhancement of employee competencies is carried out through the implementation of digital-based learning concepts, including active learning via the Human Capital Management Integrated System (JM Click), as well as through the Company's Learning Academy.

Perseroan memiliki unit bernama Jasa Marga Learning Institute (JMLI), bertanggung jawab dalam mengelola program pengembangan kompetensi karyawan. Perseroan juga berkomitmen untuk memberikan pelatihan kepada karyawan untuk mempersiapkan masa pensiun. Komitmen tersebut Perseroan tertuang dalam Surat Keputusan Direksi Nomor: 119/KPTS/2020 tentang Masa Persiapan Pensiun (MPP) Karyawan PT Jasa Marga (Persero) Tbk. Komitmen Perseroan dalam memberikan pelatihan dan pendidikan kepada seluruh karyawannya, sepanjang tahun 2025 tidak terdapat dampak negatif dari aktivitas pelatihan dan pendidikan.

The Company has established a dedicated unit, the Jasa Marga Learning Institute (JMLI), which is responsible for managing employee competency development programs. The Company is also committed to providing training programs to employees in preparation for retirement. This commitment is stipulated in Board of Directors Decree No. 119/KPTS/2020 concerning the Pre-Retirement Preparation Program (MPP) for Employees of PT Jasa Marga (Persero) Tbk. As part of the Company's commitment to providing training and education to all employees, there were no negative impacts arising from training and education activities throughout 2025.

Selain itu, Perseroan juga melakukan proses assessment kompetensi. Melalui proses tersebut akan terlihat adanya kesenjangan (gap) antara kompetensi yang dimiliki karyawan dengan kompetensi yang dibutuhkan pada setiap jabatan. Gap kompetensi tersebut kemudian menjadi dasar dalam penentuan target pengembangan dan program pelatihan yang akan dilaksanakan. Perseroan juga senantiasa melakukan penilaian efektivitas pelaksanaan pelatihan dan pendidikan. Terkait efektivitas program pelatihan, indikator yang digunakan adalah efektif apabila nilai evaluasi di atas 70, dan sedang apabila berada pada rentang 30–70. Hasil penilaian dan evaluasi ini digunakan sebagai dasar dalam pemberian insentif, perencanaan pengembangan karier, serta menjadi pertimbangan dalam penetapan status kepegawaian mereka.

In addition, the Company also conducts competency assessments. Through this process, competency gaps between employees' existing competencies and those required for each position are identified. These competency gaps then serve as the basis for determining development targets and training programs to be implemented. The Company also continuously evaluates the effectiveness of training and education programs. The effectiveness of training programs is measured using evaluation indicators, whereby a score above 70 is considered effective, while a score within the range of 30–70 is considered moderate. The results of these assessments and evaluations are used as a basis for incentive distribution, career development planning, and consideration in determining employees' employment status.

Sepanjang tahun 2025, Perseroan telah melakukan peninjauan kinerja kepada 388 orang karyawan tetap yang hasil dari peninjauan menjadi dasar untuk memberikan promosi/mutasi/rotasi/demosi kepada karyawan. Pada tahun 2025, terdapat 214 karyawan yang mendapatkan promosi dan 174 karyawan lainnya mengalami mutasi atau rotasi.

Throughout 2025, the Company conducted performance reviews for 268 permanent employees, the results of which served as the basis for promotion, end-of-assignment, rotation, or demotion decisions. During the year, a total of 214 employees were promoted, while 174 employees underwent end-of-assignment or rotation.

## Kesehatan dan Keselamatan Kerja

Perseroan memiliki komitmen untuk menciptakan lingkungan bekerja yang layak dan aman pada seluruh karyawan maupun mitra kerja. Di tahun 2025, dampak aktual yang terjadi yaitu masih terdapat insiden kecelakaan kerja pada karyawan Perseroan yang berdampak pada cedera, kehilangan waktu kerja, potensi fatalitas. Perseroan juga mengidentifikasi adanya dampak potensial jika risiko K3 tidak dilakukan mitigasi berupa gangguan operasional dan reputasi. Oleh karenanya, upaya Perseroan dalam memitigasi dampak potensial negatif terkait kecelakaan kerja, Perseroan telah menerapkan system manajemen K3 di lingkungan perusahaan (SMK3) dan HIRADC (Hazard Identification, Risk Assessment, and Determining Control) di setiap unit kerja sebagai langkah strategis untuk mengidentifikasi bahaya, menilai risiko, dan menentukan langkah pengendalian guna mencegah serta memitigasi dampak keselamatan dan kesehatan kerja yang signifikan.

Terkait dengan insiden kecelakaan kerja yang terjadi, Perseroan memiliki prosedur investigasi kecelakaan. Adapun alur penanganan kecelakaan kerja sebagai berikut:

1. Penerimaan laporan kecelakaan, insiden, dan ketidaksesuaian dari unit kerja terkait
2. Mengisolasi lokasi kecelakaan untuk menjaga bukti-bukti kecelakaan
3. Menganalisis insiden dan ketidaksesuaian
4. Melakukan investigasi
5. Mengevaluasi hasil investigasi kecelakaan atau penyakit akibat kerja unit terkait
6. Klarifikasi dari hasil investigasi kecelakaan atau penyakit akibat kerja unit terkait
7. Membuat laporan investigasi
8. Melaporkan insiden kecelakaan
9. Melakukan tindakan perbaikan untuk mencegah kejadian serupa terulang kembali
10. Menyosialisasikan hasil investigasi kepada pihak-pihak terkait di lingkungan perusahaan
11. Pelaporan hasil investigasi kecelakaan kerja kepada Disnaker melalui laporan triwulan P2K3 (Panitia Pembina Keselamatan dan Kesehatan Kerja)
12. Proses penanganan dinyatakan selesai setelah seluruh tahapan tersebut dilaksanakan

Setiap unit kerja diwajibkan untuk menyusun dokumen HIRADC yang diperbarui setiap tiga bulan. Setiap perubahan pada dokumen HIRADC dievaluasi secara berkala guna meningkatkan penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) di lingkungan Perseroan. Melalui mekanisme ini, setiap unit kerja secara proaktif mengidentifikasi, menilai, dan mengelola risiko yang mungkin muncul dari kegiatan operasional, produk, maupun layanan yang berkaitan dengan hubungan bisnis.

## Occupational Health and Safety

The Company is committed to creating a safe and conducive working environment for all employees and business partners. In 2025, the actual impacts observed included workplace accidents involving the Company's employees, resulting in injuries, lost working time, and potential fatalities, while the Company also identified potential impacts in the event that occupational health and safety (OHS) risks were not properly mitigated, including operational disruptions and reputational risks; accordingly, to mitigate these potential adverse impacts, the Company implemented an Occupational Health and Safety Management System (SMK3) across its operations, as well as HIRADC (Hazard Identification, Risk Assessment, and Determining Control) in each work unit as a strategic measure to identify hazards, assess risks, and determine appropriate control measures to prevent and mitigate significant occupational health and safety impacts.

Regarding work accident incidents, the Company has established an accident investigation procedure. The work accident handling process is carried out through the following steps:

1. Receiving reports of accidents, incidents, and non-conformities from relevant work units
2. Isolating the accident site to preserve evidence
3. Analyzing the incident and non-conformities
4. Conducting an investigation
5. Evaluating the investigation results related to accidents or occupational diseases in the relevant unit
6. Providing clarification on the investigation results
7. Preparing an investigation report
8. Reporting the incident accident
9. Implementing corrective actions to prevent recurrence of similar incidents
10. Disseminating investigation results to relevant parties within the Company
11. Reporting investigation results to the Manpower Office (Disnaker) through quarterly P2K3 (Occupational Safety and Health Committee) reports
12. Closing the process once all stages have been completed

Each work unit is required to prepare HIRADC documentation, which is updated every three months. Any changes to the HIRADC documentation are periodically evaluated to enhance the implementation of the Occupational Health and Safety Management System (SMK3) within the Company. Through this mechanism, each work unit proactively identifies, assesses, and manages risks that may arise from operational activities, products, and services, including those related to business relationships.

Komitmen Perseroan dalam mengelola risiko K3 tertuang dalam Surat Keputusan Direksi Nomor: 33/KPTS/2021 tentang Manual Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) PT Jasa Marga (Persero) Tbk, Surat Keputusan Direksi Nomor: 146/KPTS/2023 tentang Pedoman Sistem Manajemen Keselamatan Konstruksi di Lingkungan PT Jasa Marga (Persero) Tbk, dan Surat Edaran Direksi Nomor 20/SE-DIR/2010 tentang Keselamatan dan Kesehatan Kerja (K3). Selain itu, Perseroan juga mengadopsi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sebagai manifestasi ketaatan terhadap Peraturan Pemerintah Nomor 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). SMK3 wajib dipatuhi oleh seluruh karyawan (100%) di seluruh wilayah operasional baik Kantor Pusat, Regional, Representative Office, dan entitas anak.

The Company's commitment to managing occupational health and safety (OHS) risks is outlined in Board of Directors Decree No. 33/KPTS/2021 concerning the Occupational Health and Safety Management System (SMK3) Manual of PT Jasa Marga (Persero) Tbk, Board of Directors Decree No. 146/KPTS/2023 concerning the Construction Safety Management System Guidelines within PT Jasa Marga (Persero) Tbk, and Board of Directors Circular Letter No. 20/SE-DIR/2010 concerning Occupational Health and Safety (OHS). In addition, the Company has adopted the Occupational Health and Safety Management System (SMK3) as a manifestation of its compliance with Government Regulation No. 50 of 2012 concerning the Implementation of the Occupational Health and Safety Management System (SMK3). The SMK3 is mandatory and must be complied with by all employees (100%) across all operational areas, including the Head Office, Regional Offices, Representative Offices, and subsidiaries.

Dalam memitigasi risiko K3, Perseroan telah membentuk Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) untuk memantau pelaksanaan K3 di lingkungan perusahaan. Susunan struktural P2K3 telah ditetapkan melalui Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 137/KPTS/2024 tentang Struktur Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Kantor Pusat PT Jasa Marga (Persero) Tbk. Pada tahun 2025, forum P2K3 ini dilaksanakan setiap triwulan. Melalui forum tersebut, berbagai informasi, masukan, serta usulan terkait kesehatan dan keselamatan kerja, termasuk program-program K3, dapat dihimpun dan dibahas bersama.

In mitigating occupational health and safety (OHS) risks, the Company has established the Occupational Safety and Health Committee (P2K3) to monitor the implementation of OHS within the Company. The organizational structure of P2K3 has been determined through the Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 137/KPTS/2024 concerning the Organizational Structure of the Occupational Safety and Health Committee (P2K3) at the Head Office of PT Jasa Marga (Persero) Tbk. In 2025, the P2K3 forum was held on a quarterly basis. Through this forum, various information, feedback, and proposals related to occupational health and safety, including OHS programs, were collected and discussed collaboratively.

Indikator terkait K3 saat ini lebih banyak diukur melalui audit sistem manajemen K3, sehingga indikator tersebut berasal dari hasil audit terhadap implementasi sistem K3 yang berjalan di perusahaan. Untuk target zero accident, saat ini belum terdapat unit khusus yang secara spesifik menetapkan atau mengelola target tersebut.

OHS-related indicators were primarily measured through audits of the Occupational Health and Safety Management System, such that these indicators were derived from audit results assessing the implementation of the OHS system within the Company; meanwhile, with respect to the zero accident target, there was no dedicated unit specifically responsible for setting or managing such target.

Evaluasi efektivitas penerapan sistem K3 di Perseroan tercermin dengan telah dimilikinya ISO 9001:2015 Quality Management System, ISO 45001:2018 Occupational Health & Safety Management System, ISO 14001:2015 Environmental Management System, Assessment ESG. Sepanjang tahun 2025, Perseroan mengidentifikasi bahwa tidak terdapat jumlah kematian akibat penyakit akibat kerja dan penyakit terkait pekerjaan bagi karyawan.

The effectiveness of the Company's OHS management system implementation is reflected in its certifications and assessments, including ISO 9001:2015 Quality Management System, ISO 45001:2018 Occupational Health & Safety Management System, ISO 14001:2015 Environmental Management System, and ESG assessments. Throughout 2025, the Company identified that there were no fatalities resulting from occupational diseases or work-related illnesses among its employees.

Berdasarkan insiden kecelakaan kerja yang terjadi akan dijadikan bahan evaluasi dan perbaikan, serta dapat digunakan untuk memperbarui kebijakan dan standar K3 yang telah berlaku di perusahaan, apabila ditemukan hal-hal yang perlu ditingkatkan. Selain itu, hal ini juga dapat meningkatkan

Work accident incidents are used as evaluation materials for improvement and may serve as a basis for updating the Company's existing occupational health and safety (OHS) policies and standards, where necessary enhancements are identified. In addition, such incidents strengthen the

kapabilitas Perseroan terkait pentingnya penguatan identifikasi bahaya, pengendalian risiko, serta peningkatan kepatuhan terhadap prosedur keselamatan, yang kemudian diintegrasikan ke dalam kebijakan dan prosedur operasional melalui penerapan HIRADC, penyempurnaan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), serta penguatan proses investigasi dan sosialisasi hasil insiden; keterlibatan pemangku kepentingan, khususnya melalui forum Panitia Pembina K3 (P2K3), audit internal, serta pelaporan kepada regulator, memberikan masukan dalam penyusunan program dan perbaikan berkelanjutan, sementara efektivitas tindakan tersebut dievaluasi melalui audit sistem manajemen K3, pembaruan berkala dokumen HIRADC, serta pencapaian sertifikasi seperti ISO 45001:2018, yang menunjukkan bahwa langkah yang diambil telah mendukung peningkatan kinerja keselamatan kerja secara berkelanjutan.

Company's capability in reinforcing hazard identification, risk control, and compliance with safety procedures, which are further integrated into operational policies and procedures through the implementation of HIRADC, the enhancement of the Occupational Health and Safety Management System (OHSMS/SMK3), and the strengthening of incident investigation processes and dissemination of lessons learned. Stakeholder engagement, particularly through the Occupational Safety and Health Committee (P2K3) forum, internal audits, and regulatory reporting, provides input for program development and continuous improvement, while the effectiveness of these measures is evaluated through OHSMS audits, periodic updates of HIRADC documentation, and the attainment of certifications such as ISO 45001:2018, demonstrating that the actions undertaken have supported continuous improvement in occupational safety performance.

## Kesehatan dan Keselamatan Pelanggan

Kualitas konstruksi jalan tol merupakan salah satu faktor yang berpotensi memengaruhi terjadinya kecelakaan yang membahayakan keselamatan pengendara dan pengguna jalan tol. Oleh karena itu, Perseroan selalu menempatkan pemeliharaan kualitas konstruksi sebagai prioritas utama. Terjaminnya kualitas jalan tol tidak hanya mendukung keselamatan, tetapi juga meningkatkan kenyamanan pengguna jalan. Meskipun Perseroan telah melaksanakan berbagai upaya mitigasi untuk mengurangi risiko kecelakaan, sepanjang tahun 2025 tetap terjadi sejumlah peristiwa kecelakaan di jalan tol yang dikelola oleh Jasa Marga Grup yaitu di sepanjang jalan tol kelolaan Jasa Marga Grup yang sebesar 1.294 kilometer.

## Customer Health and Safety

The quality of toll road construction is one of the factors that may influence the occurrence of accidents that could endanger the safety of drivers and toll road users; therefore, the Company consistently prioritizes the maintenance of construction quality as a key focus, as it not only supports safety but also enhances user comfort. Although the Company has implemented various mitigation measures to reduce accident risks, throughout 2025 several traffic accidents still occurred on toll roads operated by the Jasa Marga Group, which manages a total of 1,294 kilometers of toll road network.

Perseroan selalu memastikan bahwa pengelolaan jalan tol dilaksanakan sesuai dengan ketentuan Peraturan Menteri Pekerjaan Umum Nomor 16 Tahun 2014 tentang Standar Pelayanan Minimal (SPM) Jalan Tol. Komitmen Perseroan untuk menyediakan jalan tol yang aman dan nyaman bagi pengguna diwujudkan dengan memastikan seluruh kriteria yang ditetapkan dalam SPM terpenuhi, termasuk pencapaian kondisi jalan tol bebas dari lubang (*Zero Pothole*). Hal ini juga diatur dalam Surat Edaran No. 13/SE-DIR/2015 mengenai penerapan Peraturan Menteri Pekerjaan Umum Republik Indonesia Nomor 16/PRT/M/2014 tentang Standar Pelayanan Minimal Jalan Tol.

The Company consistently ensures that toll road management is carried out in accordance with the provisions of the Minister of Public Works Regulation No. 16 of 2014 concerning Minimum Service Standards (SPM) for Toll Roads. The Company's commitment to providing safe and comfortable toll roads for users is demonstrated by ensuring that all criteria stipulated in the SPM are fulfilled, including the achievement of Zero Pothole conditions. This is further regulated under Circular Letter No. 13/SE-DIR/2015 concerning the implementation of the Minister of Public Works of the Republic of Indonesia Regulation No. 16/PRT/M/2014 on Minimum Service Standards for Toll Roads.

Pelaksanaan pemeliharaan jalan tol dilakukan melalui entitas anak, PT Jasamarga Tollroad Maintenance (PT JMTM). PT JMTM memiliki Tim Penanganan Lubang yang dikenal dengan sebutan "Tim Patching" pada setiap ruas jalan tol yang dikelola. Sepanjang tahun 2025, Tim Patching telah menangani jalan tol yang berlubang sepanjang 1.091.143,51 meter, dengan total biaya penanganan sebesar Rp1.339.499,63juta.

Secara berkala, Perseroan melakukan pemantauan terhadap kualitas jalan tol, termasuk menindaklanjuti dan memantau penyelesaian keluhan terkait kualitas jalan tol. Efektivitas pelayanan kepada pelanggan dievaluasi melalui pelaksanaan survei kepuasan pelanggan, yang menjadi dasar untuk perbaikan dan peningkatan kualitas layanan secara berkelanjutan. Di tahun 2025 indeks kepuasan pelanggan (TCSD) jalan tol mencapai 5,13 meningkat dibandingkan tahun 2024 yang sebesar 5,04.

Berdasarkan kejadian kecelakaan yang masih terjadi, Perseroan memperoleh pembelajaran terkait pentingnya peningkatan kualitas konstruksi dan respons pemeliharaan jalan tol secara lebih proaktif, yang kemudian diintegrasikan ke dalam kebijakan dan prosedur operasional melalui penguatan pemenuhan Standar Pelayanan Minimal (SPM). Keterlibatan pemangku kepentingan, khususnya pelanggan, dilakukan melalui survei kepuasan pelanggan dan saluran pengaduan yang disediakan yaitu Call Center 14080, situs web www.jasamarga.com dan sosial media perusahaan yang digunakan sebagai wadah masyarakat khususnya pengguna jalan tol dalam memberi masukan dalam penentuan prioritas perbaikan dan peningkatan layanan.

The maintenance of toll roads is carried out through the subsidiary, PT Jasamarga Tollroad Maintenance (PT JMTM). PT JMTM has a Pothole Handling Team, known as the "Tim Patching," assigned to each toll road section under its management. Throughout 2025, Tim Patching addressed potholes along a total length of 1,091,143.51 meters, with total maintenance costs amounting to IDR 1,339,499.63 million.

The Company periodically monitors toll road quality, including following up on and tracking the resolution of complaints related to road conditions. The effectiveness of customer service is evaluated through customer satisfaction surveys, which serve as the basis for continuous improvement and enhancement of service quality. In 2025, the Toll Road Customer Satisfaction Index (TCSI) reached 5.13, increasing compared to 2024, which was 5.04.

Based on the accidents that still occurred, the Company gained insights into the importance of improving construction quality and adopting a more proactive toll road maintenance response, which were subsequently integrated into operational policies and procedures through the strengthening of Minimum Service Standards (MSS) compliance. Stakeholder engagement, particularly with customers, was conducted through customer satisfaction surveys and available complaint channels, namely Call Center 14080, the official website [www.jasamarga.com] (http://www.jasamarga.com), and the Company's social media platforms, which served as platforms for the public, especially toll road users, to provide input in determining priorities for improvements and service enhancements.

**Gambar/*Image*:**
Jasa Marga Berkomitmen Menjaga Kualitas Layanan Tetap Andal dan Nyaman Dalam Memastikan Keselamatan Pengguna Jalan

# 02

# Startegi dan Kebijakan Keberlanjutan

## Sustainability Strategy and Policy

## Inovasi Energi Hijau untuk Nilai Jangka Panjang
Green Energy Innovation for Long-Term Value

Sebagai bagian dari strategi keberlanjutan dan transisi energi pada tahun 2025, Jasa Marga menghadirkan Hybrid Wind Tree sebagai inovasi energi hijau yang memadukan tenaga angin dan surya untuk mendukung kebutuhan listrik fasilitas operasional. Instalasi ini tidak hanya berkontribusi pada pengurangan jejak karbon, tetapi juga menjadi simbol komitmen Perseroan dalam mengintegrasikan teknologi ramah lingkungan ke dalam infrastruktur jalan tol.

As part of its sustainability strategy and energy transition in 2025, Jasa Marga introduced the Hybrid Wind Tree as a green energy innovation that combines wind and solar power to support the electricity needs of operational facilities. This installation not only contributed to the reduction of the Company's carbon footprint but also served as a symbol of the Company's commitment to integrating environmentally friendly technologies into toll road infrastructure.

# Penjelasan Strategi Keberlanjutan

**[OJK A.1, GRI 2-22, IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]**

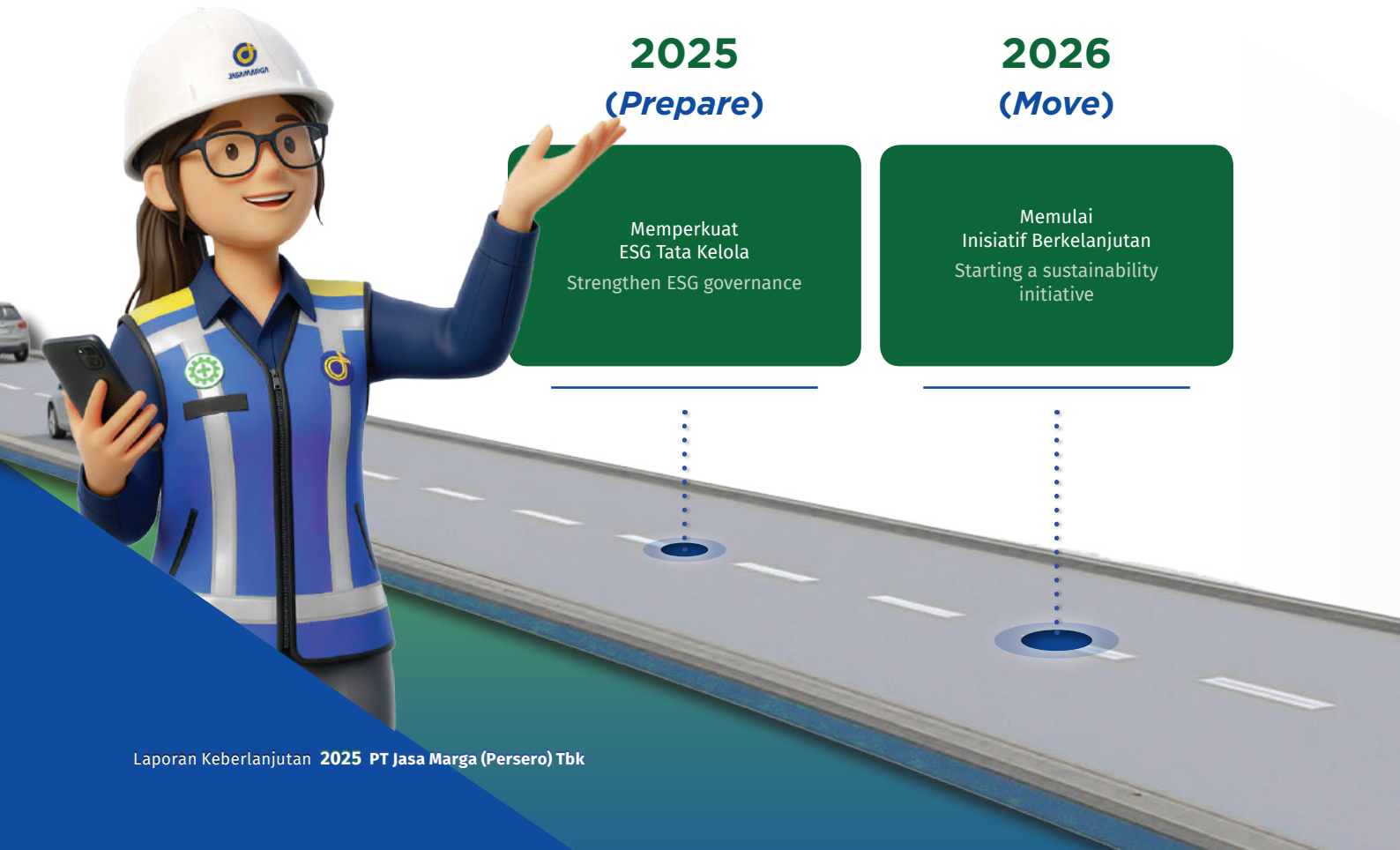
## Sustainability Strategy Explanation

Sebagai wujud komitmen terhadap penerapan pembangunan berkelanjutan sesuai arahan Otoritas Jasa Keuangan, Perseroan mengintegrasikan prinsip lingkungan, sosial, dan tata kelola ke dalam strategi bisnis, pengelolaan risiko, serta penetapan target jangka pendek dan jangka panjang yang terukur. Visi dan misi Perseroan telah selaras dengan visi dan misi keberlanjutan. Visi Perseroan yaitu "Inovasi Menuju Peningkatan Nilai yang Berkelanjutan." Misi Perseroan mengembangkan jaringan jalan tol dan menjalankan usaha di rantai nilai bisnis dalam skala nasional maupun internasional; mengembangkan inovasi untuk memberikan pelayanan unggul, meningkatkan keselamatan, kenyamanan, dan kemudahan perjalanan, serta menjalankan operasi dan proses bisnis perusahaan dengan efisien dan berkesinambungan, menerapkan prinsip-prinsip lingkungan, sosial, dan tata kelola perusahaan yang baik untuk memastikan ketahanan usaha, dan mendorong peningkatan manfaat yang berkelanjutan bagi masyarakat, pemegang saham, dan stakeholder lainnya, serta peningkatan nilai perusahaan secara menyeluruh.

As a manifestation of its commitment to sustainable development in line with the directives of the Financial Services Authority (OJK), the Company integrates environmental, social, and governance (ESG) principles into its business strategy, risk management, and the establishment of measurable short- and long-term targets. The Company's vision and mission are aligned with sustainability principles. The Company's vision is "Innovation Towards Sustainable Value Enhancement." The Company's mission is to develop toll road networks and conduct business activities across the value chain at both national and international scales; to develop innovations that deliver excellent services and enhance safety, comfort, and travel convenience; to operate and manage business processes efficiently and sustainably; to apply environmental, social, and governance principles to ensure business resilience; and to promote sustainable value creation for the community, shareholders, and other stakeholders, as well as overall enhancement of corporate value.

Dalam implementasinya, strategi keberlanjutan difokuskan pada dua pilar utama, yaitu value preservation (pelestarian nilai) dan value creation (penciptaan nilai). Pada aspek pelestarian nilai, Perseroan berupaya menjaga keberlangsungan operasional melalui efisiensi energi, pengelolaan risiko lingkungan dan

In its implementation, the sustainability strategy is focused on two main pillars, namely value preservation and value creation. In terms of value preservation, the Company strives to maintain operational continuity through energy efficiency, environmental and social risk management, and the enhancement of corporate



sosial, serta peningkatan tata kelola perusahaan. Sementara itu, pada aspek penciptaan nilai, Perseroan mendorong inovasi, termasuk peningkatan adopsi berbagai use case green initiative dalam kegiatan operasional utama, yang berpotensi membuka sumber pendapatan baru sekaligus meningkatkan daya saing perusahaan. Perseroan menurunkan beberapa strategi inisiatif untuk implementasi penerapa Visi dan Misi, salah satunya Strategi Keberlanjutan.

Integrasi ESG secara menyeluruh dalam strategi korporasi memberikan dampak positif terhadap kinerja keuangan jangka panjang melalui efisiensi biaya, peningkatan produktivitas, penguatan reputasi, serta akses yang lebih luas terhadap pendanaan berkelanjutan, sekaligus menciptakan nilai non-finansial seperti kepercayaan pemangku kepentingan dan kontribusi terhadap pembangunan berkelanjutan. Dalam implementasinya, Perseroan perlu mempertimbangkan identifikasi risiko ESG yang material, pemetaan peluang bisnis dalam ekosistem keberlanjutan, serta penetapan prinsip-prinsip utama sebagai panduan strategi agar tetap relevan dan adaptif. Untuk memastikan pelaksanaan yang terarah dan terukur, diperlukan roadmap keberlanjutan yang sistematis sebagai panduan implementasi program secara konsisten dalam operasional sehari-hari serta pencapaian target yang telah ditetapkan.

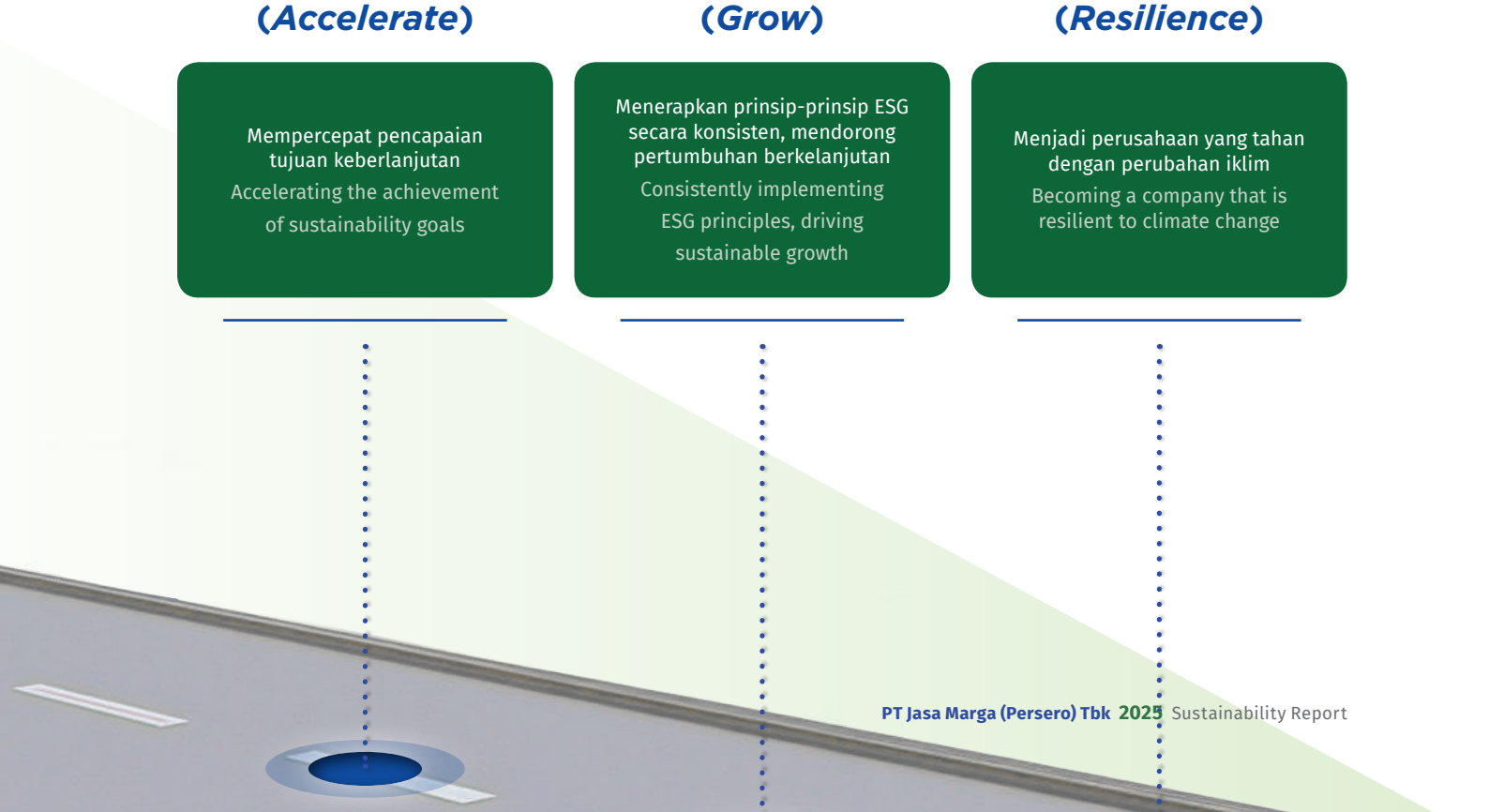
Perseroan telah menyusun roadmap ESG dengan mempertimbangkan perkembangan regulasi terkini. Penyusunan roadmap ESG Jasa Marga ini dibuat sejalan dengan roadmap Otoritas Jasa Keuangan (OJK) dalam rencana pengadopsian IFRS sebagai standar pelaporan terkait pengungkapan dampak perubahan iklim. Roadmap ESG yang digambarkan sebagai berikut.

governance practices. Meanwhile, in terms of value creation, the Company promotes innovation, including increased adoption of various green initiative use cases within core operational activities, which have the potential to open new revenue streams while enhancing the Company's competitiveness. The Company has translated these initiatives into several strategic programs to implement its vision and mission, including the Sustainability Strategy.

The integration of ESG comprehensively into corporate strategy has a positive impact on long-term financial performance through cost efficiency, improved productivity, enhanced reputation, and broader access to sustainable financing, while also creating non-financial value such as stakeholder trust and contributions to sustainable development. In its implementation, the Company considers the identification of material ESG risks, mapping of business opportunities within the sustainability ecosystem, and the establishment of key principles as strategic guidelines to ensure continued relevance and adaptability. To ensure structured and measurable execution, a systematic sustainability roadmap is required as a guide for consistent implementation of programs in daily operations and the achievement of established targets.

The Company has developed an ESG roadmap by taking into account the latest regulatory developments. The formulation of the Jasa Marga ESG roadmap is aligned with the Financial Services Authority (OJK) roadmap in relation to the planned adoption of IFRS as the reporting standard for climate-related disclosures. The ESG roadmap is illustrated as follows.





## 2025

### *Prepare*

**Memperkuat tata kelola ESG**
**Strengthen ESG governance**

**Lingkungan**
- Perhitungan baseline cakupan 1,2, dan 3
- Identifikasi Keanekaragaman hayati
- Program Waste Management, Water Recycle di Lingkungan Kantor, Rest Area
- Identifikasi awal risiko fisik & perubahan iklim

**Environment**
- Baseline calculation for Scope 1, 2, and 3 emissions
- Biodiversity identification
- Waste management and water recycling programs within office environments and rest areas
- Initial identification of physical and climate change risks

**Sosial**
- Social Mapping & Perhitungan Dampak Program
- Pemberdayaan Komunitas Masyarakat Lokal & UMKM
- Identifikasi Pengembangan Kompetensi Karyawan
- Survey Engagement Karyawan
- Perekrutan & awareness terkait Karyawan Disabilitas, Kesetaraan
- Pengembangan Budaya, awareness & sertifikasi K3

**Social**
- Social mapping and program impact assessment
- Empowerment of local communities and MSMEs
- Identification of employee competency development needs
- Employee engagement surveys
- Recruitment and awareness initiatives related to employees with disabilities and equality
- Development of culture, awareness, and certification in occupational health and safety (OHS)

**Governansi**
- Pembentukan Tata Kelola ESG (Komite Sustainability) & Sosialisasi Kebijakan ESG
- Awareness, Budaya & Benchmark ESG
- Kebijakan terkait ESG (HAM, HAM karyawan, masyarakat adat, anti-fraud, pengadaan keberlanjutan dan kode etik pemasok
- Improvement Laporan Keberlanjutan
- Perhitungan ESG Rating
- Pengembangan dashboard ESG & website keberlanjutan

**Governance**
- Establishment of ESG governance (Sustainability Committee) and dissemination of ESG policies
- ESG awareness, culture, and benchmarking
- ESG-related policies (human rights, employee rights, indigenous communities, anti-fraud, sustainable procurement, and supplier code of conduct)
- Improvement of the Sustainability Report
- ESG rating assessment
- Development of ESG dashboards and sustainability website

## 2026

### *Move*

**Memulai inisiatif keberlanjutan**
**Starting a sustainability initiative**

**Lingkungan**
- Pelaporan IFRS S1 dan IFRS S2
- Perhitungan emisi, serta menetapkan target reduksi emisi dan skenario net zero emission yang digunakan
- Menghimbau program green initiative & penggunaan material ramah lingkungan
- Infrastruktur waste management
- Meningkatkan konsumsi energi terbarukan

**Environment**
- IFRS S1 and IFRS S2 reporting
- Emission calculation, as well as the establishment of emission reduction targets and the net zero emission scenario applied
- Promotion of green initiatives and the use of environmentally friendly materials
- Development of waste management infrastructure
- Increasing renewable energy consumption

**Sosial**
- Social Mapping & Perhitungan Dampak
- Pemberdayaan Komunitas Masyarakat Lokal & UMKM
- Penetapan Pengembangan Kompetensi Karyawan paruh waktu
- Sosialisasi Kebijakan HAM
- Peningkatan hasil Survey Engagement Karyawan
- Perekrutan & awareness terkait Karyawan Disabilitas, Peningkatan Kesetaraan
- Peningkatan Budaya, awareness & sertifikasi K3

**Social**
- Social mapping and impact assessment
- Empowerment of local communities and MSMEs
- Establishment of competency development for part-time employees
- Socialization of Human Rights (HR) policies
- Improvement of employee engagement survey results
- Recruitment and awareness initiatives for employees with disabilities, as well as enhancement of equality
- Enhancement of OHS culture, awareness, and certification

**Governansi**
- Infrastruktur Commander untuk mengintegrasikan budaya ESG
- Memperkuat anggaran dan sumber daya
- Pengungkapan update kinerja ESG di website Jasa Marga.
- Improvement Laporan Keberlanjutan
- ESG maturity dengan memverifikasi perhitungan dengan pihak ketiga independen.
- Sosialisasi kebijakan pengadaan berkelanjutan dan kode etik kepada pemasok dan kontraktor.

**Governance**
- Development of a command center infrastructure to integrate ESG culture
- Strengthening of budget allocation and resources
- Disclosure of updated ESG performance on the Jasa Marga website
- Enhancement of the Sustainability Report
- Advancement of ESG maturity through verification of calculations by an independent third party
- Dissemination of sustainable procurement policies and the code of conduct to suppliers and contractors

# 2027

## *Accelarate*

**Mempercepat pencapaian tujuan keberlanjutan**
**Accelerating the Achievement of Sustainability Goals**

**Lingkungan**
- Perluasan cakupan perhitungan emisi cakupan 3
- Pemetaan geospasial dampak perubahan iklim
- Analisa dampak finansial dari risiko perubahan iklim.
- Rencana strategis & risiko pengelolaan keanekaragaman hayati

**Sosial**
- *Social Mapping* & Perhitungan Dampak Program
- Pemberdayaan Komunitas Masyarakat Lokal & UMKM
- Implementasi Pengembangan Kompetensi Karyawan
- Peningkatan hasil *Survey Engagement* Karyawan
- Perekrutan & *awareness* terkait Karyawan Disabilitas, peningkatan Kesetaraan
- Peningkatan Budaya, *awareness* & sertifikasi K3

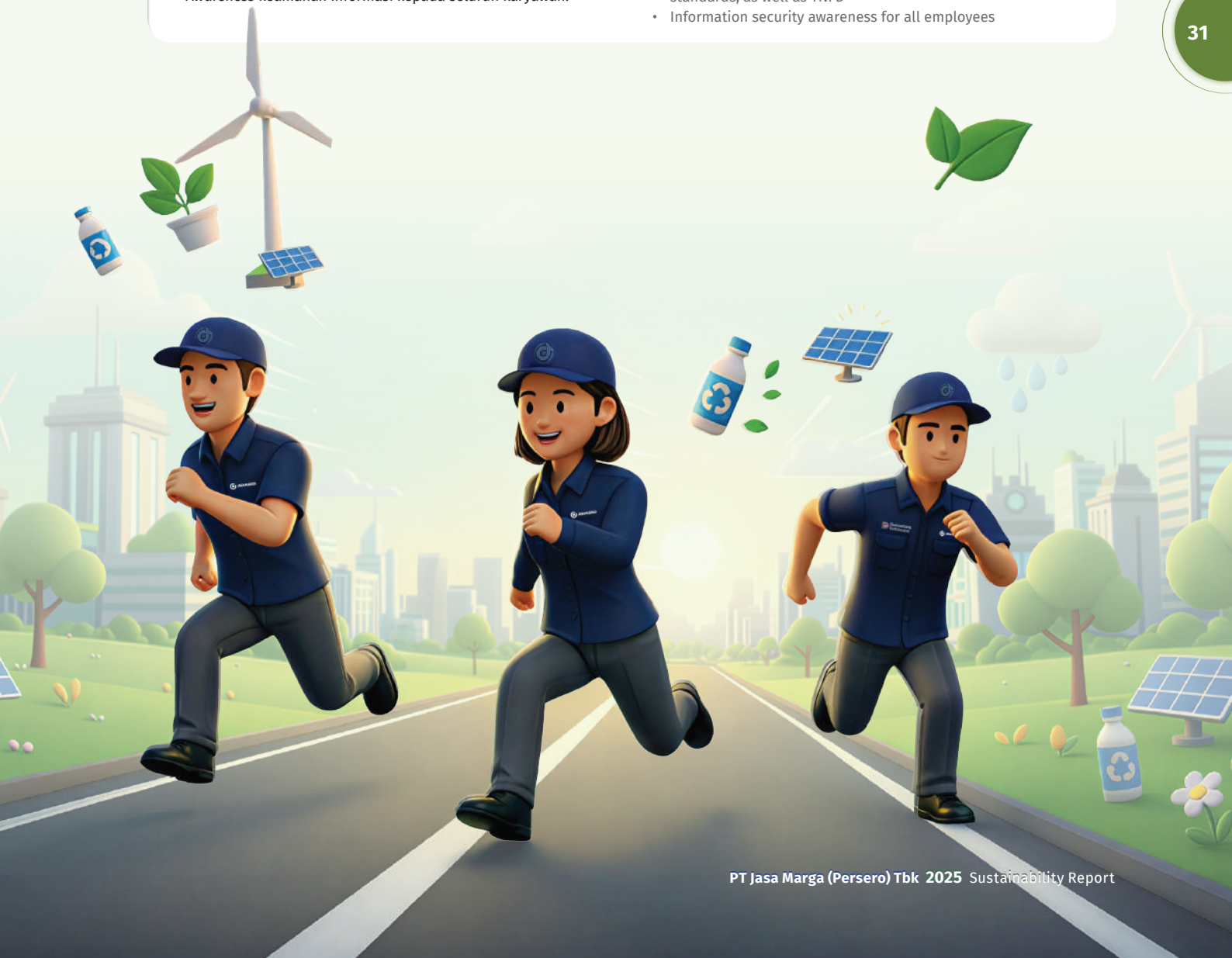
**Governansi**
- Infrastruktur *Commander* untuk mengintegrasikan budaya ESG
- Laporan keberlanjutan dengan standar IFRS S1 dan S2, serta TNFD.
- *Awareness* keamanan informasi kepada seluruh karyawan.

**Environment**
- Expansion of Scope 3 emissions calculation coverage
- Geospatial mapping of climate change impacts
- Analysis of the financial impacts of climate change risks
- Strategic planning and risk management for biodiversity

**Social**
- Social mapping and program impact assessment
- Empowerment of local communities and MSMEs
- Implementation of employee competency development
- Improvement of employee engagement survey results
- Recruitment and awareness initiatives for employees with disabilities, as well as enhancement of equality
- Enhancement of OHS culture, awareness, and certification

**Governance**
- Development of a command center infrastructure to integrate ESG culture
- Sustainability reporting in accordance with IFRS S1 and S2 standards, as well as TNFD
- Information security awareness for all employees





# 2028

## *Grow*

**Menerapkan prinsip-prinsip ESG secara konsisten, mendorong pertumbuhan berkelanjutan**
**Consistently implementing ESG principles to drive sustainable growth**

**Lingkungan**
- Meningkatkan kapasitas konsumsi energi terbarukan
- Progres dan kontribusi terhadap pencapaian Skenario NZE
- Penyusunan dokumen DRAM dan LCAM, serta validasi dan verifikasi.

**Sosial**
- *Social Mapping* & Perhitungan Dampak Program
- Pemberdayaan Komunitas Masyarakat Lokal & UMKM
- Implementasi Pengembangan Kompetensi Karyawan
- Peningkatan hasil *Survey Engagement* Karyawan
- Perekrutan & *awareness* terkait Karyawan Disabilitas, peningkatan Kesetaraan
- Peningkatan Budaya, awareness & sertifikasi K3
- Penilaian risiko atas human capital

**Governans**
- *Commander* menanamkan budaya ESG
- kemitraan strategis dengan UN *Global Compact*.
- Pembuatan laporan keberlanjutan dengan standar IFRS S1 dan S2, serta *Task Force on Nature-related Financial Disclosures* (TNFD)
- Implementasi penilaian pemasok berdasarkan kriteria lingkungan dan sosial.

**Environment**
- Increasing renewable energy consumption capacity
- Progress and contribution toward the achievement of the Net Zero Emission (NZE) scenario
- Preparation of DRAM and LCAM documents, including validation and verification

**Social**
- Command center to embed ESG culture
- Strategic partnership with the UN Global Compact
- Preparation of the Sustainability Report in accordance with IFRS S1 and S2 standards, as well as the Task Force on Nature-related Financial Disclosures (TNFD)
- Implementation of supplier assessments based on environmental and social criteria

**Governance**
- Command center to embed ESG culture
- Strategic partnership with the UN Global Compact
- Preparation of the Sustainability Report in accordance with IFRS S1 and S2 standards, as well as the Task Force on Nature-related Financial Disclosures (TNFD)
- Implementation of supplier assessments based on environmental and social criteria

# 2029

## *Resilience*

**Menjadi Perusahaan yang tahan dengan perubahan iklim**
**Becoming a Climate-Resilient Company**

**Lingkungan**
- Sertifikat pengurang emisi dan monitoring implementasi inisiatif
- mitigasi dampak perubahan iklim dan membuat carbon budget.

**Sosial**
- *Social Mapping* & Perhitungan Dampak Program
- Pemberdayaan Komunitas Masyarakat Lokal & UMKM
- Implementasi Pengembangan Kompetensi Karyawan
- Peningkatan hasil *Survey Engagement* Karyawan
- Perekrutan & *awareness* terkait Karyawan Disabilitas, peningkatan Kesetaraan
- Peningkatan Budaya, *awareness* & sertifikasi K3

**Governans**
- *Commander* menanamkan budaya ESG
- *Sustainable Financing*
- Penambahan nilai rating ESG dari lembaga lain
- Memastikan pelaksanaan ESG diseluruh rantai nilai Perusahaan
- Memastikan tidak ada pelanggaran *governance*

**Environment**
- Emission reduction certification and monitoring of initiative implementation
- Climate change impact mitigation and development of a carbon budget

**Social**
- Social mapping and program impact assessment
- Empowerment of local communities and MSMEs
- Implementation of employee competency development
- Improvement of employee engagement survey results
- Recruitment and awareness initiatives for employees with disabilities, as well as enhancement of equality
- Enhancement of OHS culture, awareness, and certification

**Governance**
- Command center to embed ESG culture
- Sustainable financing
- Enhancement of ESG ratings from external institutions
- Ensuring ESG implementation across the Company's entire value chain
- Ensuring zero governance violations

**Berdasarkan *roadmap*, maka telah ditetapkan strategi *quickwin* 2025 sebagai berikut.**
Based on the roadmap, the 2025 quickwin strategy has been determined as follows.

## Triwulan 1
## Quarter 1

Pembentukan tata kelola ESG pada komite TJSL, mempersiapkan pembentukan tim *task-force* ESG untuk implementasi tahun depan.

Establishment of ESG governance in the CSR committee, preparing for the formation of an ESG task-force team for implementation next year.

Melakukan *Benchmarking* ke perusahaan *peers* sejenis yang menjadi *best practices* ESG.

Benchmarking with similar peer companies that become ESG best practices.

Perhitungan Baseline cakupan 1, 2, dan 3

Baseline calculation of scope 1, 2, and 3

## Triwulan 2
## Quarter 2

Melakukan analisa *Marginal Abatement Cost Curve* (MACC) untuk mengukur tingkat efisiensi setiap peralatan.
- Penggunaan EV dan kendaraan hybrid.
- Lampu LED dan Smart PJU.

Conducting Marginal Abatement Cost Curve (MACC) analysis to measure the efficiency level of each equipment.
- The EV and hybrid vehicles usage.
- LED lights and Smart PJU.

Penyusunan Kebijakan terkait dengan ESG diantaranya: kebijakan lingkungan/ keberlanjutan, HAM karyawan dan masyarakat adat, anti-fraud, pengadaan yang berkelanjutan, dan kode etik pemasok.

Policy development related to ESG including: environmental/ sustainability policies, employee and indigenous human rights, antifraud, sustainable procurement, and supplier code of ethics.

Pemberian *awareness*: ESG, internalisasi budaya ESG dengan pemadaman lampu saat istirahat dan pembatasan suhu AC, isu perubahan iklim, pelaporan TNFD, pelaporan IFRS S1 dan S2.

Providing awareness: ESG, internalization of ESG culture by turning off lights during breaks and limiting AC temperature, climate change issues, TNFD reporting, IFRS S1 and S2 reporting.

Adapun implementasi atas target jangka panjang Perseroan di tahun 2025, sebagai berikut:

Pada aspek lingkungan, Perseroan telah mengimplementasikan target sebagai berikut:
1. Perseroan telah melaksanaan kajian pemetaan lokasi dan perhitungan dampak perusahaan yang berpotensi terkena dampak perubahan iklim
2. Implementasi Green Tollroad Indonesia
3. Implementasi Roadmap ESG Tahun 2025: Kajian Net Zero Emission
4. Penajaman perhitungan baseline emisi cakupan 1, 2, dan 3
5. Perseroan telah melakukan kajian dan penentuan Timeline Pengelolaan Limbah di Rest Area
6. Perseroan mentapkan Rencana Program ESG yang mencakup Penurunan Emisi Produksi AMP, dan Pengelolaan limbah pada AMP dan HE
7. Perseroan telah melakukan Studi Penggunaan Kendaraan Operasional EV dan Hybrid

Pada aspek sosial, Perseroan telah mengimplementasikan target sebagai berikut:
1. Perseroan telah melaksanakan Social Mapping & Perhitungan Dampak Program

The implementation of the Company's long-term targets in 2025 is as follows:

In the environmental aspect, the Company has implemented the following targets:
1. The Company has carried out a location mapping study and calculated the impact of companies that have the potential to be affected by climate change.
2. Implementation of Green Tollroad Indonesia
3. Implementation of ESG Roadmap by 2025: Net Zero Emissions Study
4. Sharpening of baseline emission calculations for scopes 1, 2, and 3
5. The Company has conducted a study and determined the Timeline for Waste Management in Rest Areas.
6. The Company has established an ESG Program Plan that includes Reducing AMP Production Emissions and Waste Management at AMP and HE.
7. The Company has conducted a Study on the Use of EV and Hybrid Operational Vehicles

In the social aspect, the Company has implemented the following targets:
1. The Company has implemented Social Mapping & Program Impact Calculation

## Triwulan 3
## Quarter 3

- Identifikasi inisiatif:
- Dekarbonisasi yang telah dilakukan
- Titik-titik yang belum
- Mengaplikasikan keran sensor dan *flowmeter*
- Titik-titik *water stress*
- Keanekaragaman hayati
- Studi awal pembuatan kolam
- Penampung air hujan dan filter air wudhu

- Initiatives Identification:
- Decarbonization that has been done
- Points that have not been done applying sensor taps and flow meters
- Points of water stress
- Biodiversity
- Initial study of pond construction
- Rainwater reservoirs and ablution water filters

Mulai berkontak dengan lembaga rating (seperti Sustainalytics) untuk mengetahui proses dan benefit yang didapat dari lembaga rating tersebut.

Starting to contact rating agencies (such as Sustainalytics) to find out the process and benefits obtained from these rating agencies.

Pemberian *awareness*: ESG, internalisasi budaya ESG dengan pemadaman lampu saat istirahat dan pembatasan suhu AC, isu perubahan iklim, pelaporan TNFD, pelaporan IFRS S1 dan S2.

Providing awareness: ESG, internalization of ESG culture by turning off lights during breaks and limiting AC temperature, climate change issues, TNFD reporting, IFRS S1 and S2 reporting.

## Triwulan 4
## Quarter 4

Pembuatan laporan keberlanjutan dengan standar GRI dengan skema *in Accordance*

Preparation of sustainability reports with GRI standards with the "In Accordance" scheme

Pengesahan Kebijakan terkait dengan ESG diantaranya: kebijakan lingkungan/keberlanjutan, HAM karyawan dan masyarakat adat, anti-fraud, pengadaan yang berkelanjutan, dan kode etik pemasok.

Policy Approvals related to ESG including: environmental/ sustainability policies, employee and indigenous peoples' human rights, anti-fraud, sustainable procurement, and supplier code of conduct.

Pemberian *awareness*: ESG, internalisasi budaya ESG dengan pemadaman lampu saat istirahat dan pembatasan suhu AC, isu perubahan iklim, pelaporan TNFD, pelaporan IFRS S1 dan S2.

Providing awareness: ESG, internalization of ESG culture by turning off lights during breaks and limiting AC temperature, climate change issues, TNFD reporting, IFRS S1 and S2 reporting.



2. Pemberdayaan Komunitas Masyarakat Lokal & UMKM
3. Pengembangan Kompetensi Karyawan
4. Survey Engagement Karyawan
5. Perekrutan & awareness terkait Karyawan Disabilitas
6. Pengembangan Budaya, awareness & sertifikasi K3

Pada aspek governans, Perseroan telah mengimplementasikan target sebagai berikut:

1. Peningkatan Branding ESG Perusahaan
2. Pengukuran ESG Rating & Pengendalian Implementasi ESG sesuai Roadmap
3. Penyusunan Kajian Kebijakan Pengadaan Barang dan Jasa Berkelanjutan
4. Kajian Sustainable Financing
5. Penyusunan Kebijakan HAM
6. Pelaksanaan IT Security Awareness
7. Pembentukan Tata Kelola ESG (Komite Sustainability) & Sosialisasi Kebijakan ESG
8. Awareness ESG
9. Internalisasi Budaya ESG
10. Benchmark ke purusahaan lain terkait Pengelolaan ESG
11. Improvement Penyusunan Laporan Keberlanjutan

2. Empowerment of Local Communities & MSMEs
3. Employee Competency Development
4. Employee Engagement Survey
5. Recruitment & awareness regarding Employees with Disabilities
6. Development of Culture, awareness & K3 certification

In terms of governance, the Company has implemented the following targets:

1. Improving Corporate ESG Branding
2. ESG Rating Measurement & ESG Implementation Control according to Roadmap
3. Preparation of a Sustainable Goods and Services Procurement Policy Study
4. Sustainable Financing Study
5. Human Rights Policy Development
6. Implementation of IT Security Awareness
7. Establishment of ESG Governance (Sustainability Committee) & ESG Policy Socialization
8. ESG Awareness
9. Internalization of ESG Culture
10. Benchmarking to other companies regarding ESG Management
11. Improvement in the Preparation of Sustainability Reports

# Pilar Keberlanjutan Jasa Marga
## Jasa Marga's Sustainability Pillars

Dalam menjalankan konsep keberlanjutan dan mengintegrasikannya ke dalam strategi serta proses bisnis, Jasa Marga telah menetapkan tiga pilar keberlanjutan yang meliputi pilar tata kelola, sosial, dan lingkungan sebagai landasan utama dalam penyusunan strategi perusahaan. Pilar Tata Kelola menjadi fondasi bagi dua pilar lainnya, di mana salah satu elemennya adalah tata kelola keberlanjutan. Tata kelola keberlanjutan diwujudkan melalui penerapan prinsip-prinsip keberlanjutan pada seluruh aktivitas operasional dan strategi perusahaan yang berpegang pada integritas, transparansi, dan akuntabilitas. Ketiga pilar keberlanjutan tersebut sebagai berikut.

In implementing the concept of sustainability and integrating it into its business strategies and processes, Jasa Marga has established three pillars of sustainability, including governance, social, and environmental pillars, as the main foundations in developing the company's strategy. The Governance Pillar serves as the foundation for the other two pillars, one of which is sustainability governance. Sustainability governance is realized through the application of sustainability principles to all operational activities and company strategies that adhere to integrity, transparency, and accountability. The three pillars of sustainability are as follows.

## Tata Kelola
Governance

### Tata Kelola Keberlanjutan
Sustainability Governance

Mengintegrasikan prinsip-prinsip keberlanjutan ke dalam seluruh aspek operasional dan strategis.
- Struktur Organisasi
- Etika Bisnis
- Tata Kelola Informasi teknologi

Integrating sustainability principles into all operational and strategic aspects.
- Organizational Structure
- Business Ethics
- Information Technology Governance

### Pengadaan yang Bertanggung Jawab
Responsible Procurement

Memastikan tujuan lingkungan dan sosial terpenuhi di seluruh rantai nilai.
- Praktik Pengadaan

Ensuring environmental and social objectives are met across the value chain.
- Procurement Practices

### Inklusivitas Pemangku Kepentingan
Stakeholder Inclusivity

Mendorong partisipasi dan representasi dari berbagai pihak memiliki kepentingan dalam keputusan dan kebijakan suatu organisasi atau proyek.
- Pelibatan Pemangku Kepentingan
- Transparansi Informasi serta Pelaporan

Encouraging participation and representation from a wide range of stakeholders in an organization or project's decisions and policies.
- Stakeholder Engagement
- Information and Reporting Transparency

### Pendanaan Multi Pihak Berkelanjutan
Sustainable Multi-Parties Funding

Mendorong adanya pendanaan dari berbagai pihak dalam proyek-proyek berkelanjutan.
- *Blended Financing*

Encouraging multi-parties funding for sustainable projects.
- Blended Financing

# Lingkungan
Environment

## Transisi Energi dan Solusi Rendah Karbon
Energy Transition and Low Carbon Solutions

Strategi untuk merespons dan mengelola risiko dan peluang terkait perubahan iklim di seluruh rantai nilai Jasa Marga
- Efisiensi Energi
- Emisi
- Mitigasi Risiko Iklim

Strategy to respond to and manage climate change-related risks and opportunities across Jasa Marga's value chain
- Energy Efficiency
- Emissions
- Climate Risk Mitigation

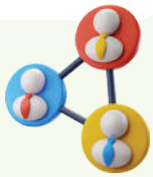
## Pengelolaan Lingkungan yang Bertanggungjawab
Responsible Environmental Management

Mengelola dampak lingkungan dari operasi Jasa Marga dengan transparansi dan akuntabilitas.
- Air dan Air Limbah
- Produk Berkelanjutan
- Keanekaragaman Hayati

Manage the environmental impacts of Jasa Marga operations with transparency and accountability.
- Water and Wastewater
- Sustainable Products
- Biodiversity



# Sosial
Social



### Pengembangan dan Kesejahteraan Karyawan

Jasa Marga mengembangkan sumber daya manusia melalui investasi strategis dibidang pelatihan berkelanjutan, penguatan kompetensi, serta peningkatan kesejahteraan guna memastikan karyawan yang profesional, berdaya saing, dan berkelanjutan.
- Pengembangan kompetensi dan karier karyawan
- Pemenuhan Hak dan Kesejahteraan Karyawan
- Keberagaman, kesetaraan, dan inklusivitas

### Employee Development and Welfare

Jasa Marga develops human resources through strategic investments in ongoing training, competency strengthening, and welfare improvement to ensure professional, competitive, and sustainable employees.
- Employee competency and career development
- Fulfillment of Employee Rights and Welfare
- Diversity, equality and inclusivity

### Pengembangan dan Kesejahteraan Masyarakat

Melatih dan mengembangkan SDM Jasa Marga melalui investasi strategis, pelatihan berkelanjutan, dan peningkatan kesejahteraan masyarakat.
- Pemenuhan Masyarakat
- Pemenuhan Hak dan Kesejahteraan Masyarakat

### Community Development and Welfare

Training and developing Jasa Marga's human resources through strategic investment, continuous training, and improving community welfare.
- Community Fulfilment
- Fulfilment of Community Rights and Welfare

### Kesehatan dan Keselamatan Kerja (K3)

Pencegahan risiko kecelakaan, penyakit akibat kerja, serta menciptakan lingkungan kerja yang aman dan sehat.
- Identifikasi Potensi Bahaya dan Pengendalian Risiko
- Pelatihan K3 Karyawan
- Pengembangan Budaya K3

### Occupational Health and Safety (OHS)

Prevention of accident risks, occupational diseases, and creating a safe and healthy work environment.
- Identification of Potential Hazards and Risk Control
- Employee OHS Training
- Development of OHS Culture

## *Timeframe* Pelaksanaan ESG
ESG Implementation Timeframe

| No | Tema Strategi<br>Strategic Theme | Inisiatif<br>Initiative | 2026 | 2027 | 2028 | 2029 | 2030 |
|---|---|---|---|---|---|---|---|
| 1 | Transisi Energi dan Solusi Rendah Karbon<br>Energy Transition and Low Carbon Solutions | Penggunaan Energi Bersih dan Terbarukan<br>The Usage of Clean and Renewable Energy | | | | | |
| | | Efisiensi Energi<br>Energy Efficiency | | | | | |
| | | Penajaman *Baseline* Emisi Cakupan 1, 2, dan 3<br>Baseline Sharpening for Scope 1, 2 and 3 Emission | | | | | |
| | | Penurunan Emisi GRK<br>Lower GRK Emission | | | | | |
| | | Peningkatan Ketahanan dan Mitigasi Risiko Iklim<br>Increasing Resilience and Mitigating Climate Risks | | | | | |
| 2 | Pengelolaan Lingkungan yang Bertanggung Jawab<br>Responsible Environmental Management | Praktik Penggunaan Air dan Pengelolaan Air Limbah Berkelanjutan<br>Sustainable Water Use and Wastewater Management Practices | | | | | |
| | | Pelestarian Keanekaragaman Hayati dan Keseimbangan Ekosistem<br>Conservation of Biodiversity and Ecosystem Balance | | | | | |
| 3 | Pengembangan dan Kesejahteraan Karyawan dan Masyarakat<br>Employee and Community Development and Welfare | Internalisasi Budaya ESG<br>ESG Culture's Internalization | | | | | |
| | | Pengembangan Karyawan dan Masyarakat<br>Employees and Community Development | | | | | |
| | | Pemenuhan Hak-Hak Karyawan dan Masyarakat<br>Fulfillment of Employee and Community Rights | | | | | |
| | | Keberagaman, Kesetaraan, dan Inklusivitas<br>Diversity, Equality and Inclusivity | | | | | |
| 4 | Kesehatan dan Keselamatan Kerja<br>Occupational Health and Safety | Pengembangan Budaya K3 di Perusahaan<br>Development of OHS Culture in The Company | | | | | |
| 5 | Tata Kelola Keberlanjutan<br>Sustainability Governance | Penentuan Struktur Organisasi Keberlanjutan<br>Determining Sustainability Organizational Structure | | | | | |
| | | Penjaminan terhadap Pemenuhan Etika Bisnis<br>Information Technology Governance | | | | | |
| | | Tata Kelola Informasi Teknologi<br>Information Technology Governance | | | | | |
| 6 | Pengadaan yang Bertanggung Jawab<br>Responsible Procurement | Penerapan Praktik Pengadaan Berkelanjutan<br>Implementation of Sustainable Procurement Practices | | | | | |
| 7 | Inklusivitas Pemangku Kepentingan<br>Stakeholders Inclusivity | Peningkatan Pelibatan Pemangku Kepentingan<br>Increasing Stakeholders Engagement | | | | | |
| | | Pengembangan Efektivitas dan Transparansi Pelaporan<br>Development of Effectiveness and Transparency Reporting | | | | | |

Keterangan/ Information:

*Early Stage* — *Maturity Stage*

## Penetapan Target Kuantitatif

Perseroan juga telah menetapkan beberapa target kuantitatif sebagai berikut.

## Setting Quantitative Targets

The Company has also set several quantitative targets as follows.

| No | Aspek<br>Aspect | *Action Plan* | *Key Performance Indicators* | | | | |
|---|---|---|---|---|---|---|---|
| | | | 2026 | 2027 | 2028 | 2029 | 2030 |
| **LINGKUNGAN / ENVIRONMENT** | | | | | | | |
| **A** | **Lingkungan: Transisi Energi dan Solusi Rendah Karbon**<br>**Environment: Energy Transition and Low Carbon Solutions** | | | | | | |
| 1. | Penurunan Emisi GRK<br>GHG Emission Reduction | Pengurangan emisi GRK cakupan 1 dan 2 melalui efisiensi energi<br>GHG emission reduction scope 1 and 2 through energy efficiency | Pengukuran dan studi inisiatif efisiensi yang telah dilakukan<br>Measurement and study of efficiency initiatives that have been carried out | 3% | 5% | 7% | 10% |
| **B** | **Lingkungan: Pengelolaan Lingkungan yang Bertanggung Jawab**<br>**Environment: Responsible Environmental Management** | | | | | | |
| 1. | Produk dan Layanan Berkelanjutan<br>Sustainable Products and Services | Tol bersertifikat Green Toll Road<br>*(Dalam satuan unit tol)<br>Green Toll Road certified toll road<br>*(In toll units) | 3 | Peningkatan Kepemilikan Sertifikasi Green Toll<br>Increasing Green Toll Certification Ownership | | | |
| | | Jalan tol yang mendapatkan penilaian tol keberlanjutan<br>*(Dalam satuan unit tol)<br>Toll roads that received a sustainable toll assessment<br>*(In toll units) | 6 | Peningkatan Kepemilikan Penilaian Toll Keberlanjutan<br>Increasing Ownership of Sustainability Toll Assessments | | | |
| | | Sertifikasi ISO 14001 Sistem Manajemen Lingkungan<br>ISO 14001 Environmental Management System Certification | 8/22 | Peningkatan Kepemilikan Sertifikasi ISO 14001<br>ISO 14001 Certification Ownership Enhancement | | | |
| **SOSIAL / SOCIAL** | | | | | | | |
| **C** | **Sosial: Pengembangan dan Kesejahteraan Karyawan dan Masyarakat**<br>**Social: Employee and Community Development and Welfare** | | | | | | |
| 1. | Internalisasi Budaya ESG<br>Internalization of ESG Culture | Pemberian awareness ESG pada karyawan, manajemen, dan direksi<br>Providing ESG awareness to employees, management and Directors | | | | | |
| | | Direksi<br>Director | 30% | 75% | 100% | 100% | |
| | | Manajemen<br>Management | 25% | 50% | 100% | 100% | |
| | | Karyawan<br>Employee | 25% | 50% | 100% | 100% | |
| 2 | Pengembangan Karyawan dan Masyarakat<br>Employee and Community Development | Pemberian training keahlian pada karyawan tetap, kontrak, dan paruh waktu<br>Providing skills training to permanent, contract and part-time employees | 50% | 100% | 100% | 100% | |
| | | Perhitungan *Social Return of Investment* (SROI) atas program TJSL<br>Calculation of Social Return of Investment (SROI) for TJSL program | 60% (4/6) | Sesuai atau lebih besar dari ketentuan Aspirasi Pemegang Saham (APS)<br>In accordance with or greater than the provisions of Shareholder Aspirations (APS) | | | |

| No | Aspek<br>Aspect | *Action Plan* | *Key Performance Indicators* | | | | |
|---|---|---|---|---|---|---|---|
| | | | 2026 | 2027 | 2028 | 2029 | 2030 |
| 3 | Pemenuhan Hak-Hak dan Kesejahteraan Karyawan<br>Fulfillment of Employee Rights and Welfare | Pemberian program pelatihan pada Masa Persiapan Pensiun<br>Providing training programs during the Retirement Preparation Period | 100% | | | | |
| | | Peningkatan hasil survei kepuasan dan keterlibatan karyawan<br>Improved employee satisfaction and engagement survey results | Score 3,89 | Score ≥ 3,80 | | | |
| 4 | Pemenuhan Hak-Hak dan Kesejahteraan Masyarakat<br>Fulfillment of Community Rights and Welfare | Perekrutan pekerja yang memberikan kesempatan setara bagi masyarakat lokal dan masyarakat adat setempat<br>Recruitment of workers that provides equal opportunities for local communities and indigenous peoples | 2 setiap tahun<br>2 every year | | | | |
| 5 | Keberagaman, kesetaraan, dan Inklusivitas<br>Diversity, Equality and Inclusivity | Perekrutan karyawan dengan disabilitas<br>Recruitment of employees with disabilities | 2 setiap tahun<br>2 every year | | | | |
| | | Proporsi perempuan dalam jajaran manajemen<br>Proportion of women in management ranks | 28%<br>(196/695) | | | >30% | |
| | | Pemberian *awareness* mengenai keberagaman, kesetaraan, dan inklusivitas karyawan<br>Providing awareness regarding employee diversity, equality and inclusivity | 1 kali/tahun<br>1 every year | | | | |
| **D** | **Sosial: Kesehatan dan Keselamatan Kerja**<br>**Social: Occupational Health and Safety** | | | | | | |
| 1 | Pengembangan Budaya K3 di Perusahaan<br>Development of OHS Culture in Companies | Pemberian *awareness* K3 dengan cakupan karyawan tetap, kontrak, serta kontraktor dan pemasok<br>Providing OHS awareness with coverage for permanent employees, contracts, as well as contractors and suppliers | 1 kali/tahun<br>1 every year | | | | |
| | | Karyawan tetap dan kontrak<br>Permanent and contract employees | 25% | 50% | 75% | 100% | 100% |
| | | Kontraktor<br>Contractor | 10% | 25% | 50% | 100% | 100% |
| | | Pemasok<br>Suppliers | 10% | 25% | 50% | 100% | 100% |
| | | Tingkat fatalitas karyawan dan kontraktor<br>Employee and contractor fatality rates | Nol Fatalitas<br>Zero Fatalities | | | | |

| No | Aspek<br>Aspect | *Action Plan* | *Key Performance Indicators* | | | | |
|---|---|---|---|---|---|---|---|
| | | | 2026 | 2027 | 2028 | 2029 | 2030 |
| **E** | **TATA KELOLA**<br>**GOVERNANCE** | | | | | | |
| 1 | Tata Kelola: Tata Kelola Keberlanjutan<br>Governance: Sustainability Governance | | | | | | |
| | Penentuan Struktur Organisasi Keberlanjutan<br>Determining Sustainability Organizational Structure | Monitoring dan evaluasi dalam bentuk pertemuan rutin per tahun dalam membahas progress inistiatif keberlanjutan<br>Monitoring and evaluation in the form of regular annual meetings to discuss the progress of sustainability initiatives. | 2/tahun<br>2/year | 1/tahun<br>1/year | | | |
| 2 | Penjaminan terhadap Pemenuhan Etika Bisnis<br>Assurance of Compliance with Business Ethics | Karyawan yang mendapatkan *awareness* anti-korupsi<br>Employees who receive anti-corruption awareness | 50% | 75% | 100% | | |
| | | Penerapan anti-korupsi dan penyuapan (SMAP)<br>Implementation of anti-corruption and bribery (SMAP) | Penurunan jumlah tindak korupsi terkonfirmasi<br>Decrease in the number of confirmed corruption cases | | | Nol Korupsi<br>Zero Corruption | |
| | | Sosialisasi kode etik perusahaan<br>Socialization of company code of ethics | Sosialisasi pada 100% karyawan tetap dan kontrak<br>Socialization to 100% of permanent and contract employees | | | | |
| 3 | Tata Kelola IT<br>IT Governance | | | | | | |
| | | Karyawan yang mendapatkan *security awareness*<br>Employees who get security awareness | 25% | 50% | 75% | 100% | 100% |
| | Inklusivitas Pemangku Kepentingan<br>Stakeholder Inclusivity | | | | | | |
| | Peningkatan Pelibatan Pemangku Kepentingan<br>Increasing Stakeholder Engagement | Index Kepuasan Pelanggan<br>Customer Satisfaction Index | 4,50 | <4,53 | <4,55 | <4,58 | <4,61 |

# Strategi dalam Pengelolaan Risiko dan Peluang Terkait Keberlanjutan [IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT, GRI 201-2]

## Strategies in Managing Risks and Opportunities Related to Sustainability

Dengan berpedoman pada IFRS S1 mengenai *Sustainability Financial Related Information*, strategi keberlanjutan yang disusun oleh Direksi dan Dewan Komisaris Jasa Marga turut memperhitungkan berbagai risiko dan peluang keberlanjutan, termasuk yang berkaitan dengan perubahan iklim beserta implikasi finansialnya. Perubahan iklim sebagai isu global memberikan pengaruh yang signifikan terhadap kinerja Perseroan. Peningkatan suhu bumi dan semakin ekstremnya pola cuaca berpotensi menimbulkan gangguan pada rantai pasok, kerusakan aset infrastruktur, serta peningkatan risiko operasional perusahaan.

Referring to IFRS S1 on Sustainability Financial Related Information, the sustainability strategy developed by Jasa Marga also considers sustainability risks and opportunities including climate change risks and opportunities and their financial impacts. Climate change is a global phenomenon that has a significant impact on the Company's performance. Rising global temperatures and changes in extreme weather patterns cause disruptions in the supply chain, damage to infrastructure, and increase operational risks for the company.

Direksi dan Dewan Komisaris Jasa Marga telah melakukan identifikasi risiko dan peluang keberlanjutan termasuk terkait perubahan iklim. Berdasarkan risiko dan peluang keberlanjutan termasuk perubahan iklim, Manajemen Jasa Marga telah mengembangkan sistem manajemen risiko untuk mengelola risiko keberlanjutan termasuk perubahan iklim. Komitmen Perseroan dalam menerapkan keberlanjutan juga tercermin dalam proses pemilihan pemasok yang ramah lingkungan yang merupakan komitmen Perseroan dalam memitigasi risiko pada rantai nilai Perseroan. Pengadaan barang dan jasa dilaksanakan secara kompetitif, transparan, adil, dan akuntabel mulai dari perencanaan hingga serah terima pekerjaan, di bawah pengawasan Unit Kerja *Procurement* dan *Fixed Assets*. Perseroan berkomitmen meningkatkan penggunaan produk dalam negeri, memperkuat kemitraan dengan pemasok lokal, dan mempertimbangkan aspek sosial serta lingkungan, termasuk praktik ramah lingkungan, sehingga risiko keberlanjutan pada rantai nilai diminimalkan dan peluang keberlanjutan dimanfaatkan secara optimal, mendukung operasional yang berkelanjutan serta penciptaan nilai tambah bagi seluruh pemangku kepentingan.

The Board of Directors and Board of Commissioners of Jasa Marga have identified sustainability-related risks and opportunities, including those related to climate change. Based on these risks and opportunities, Management has developed a risk management system to effectively manage sustainability risks, including climate change. The Company's commitment to sustainability is also reflected in the selection of environmentally friendly suppliers as part of its efforts to mitigate risks across the value chain. The procurement of goods and services is carried out in a competitive, transparent, fair, and accountable manner from planning through to handover, under the supervision of the Procurement and Fixed Assets Work Units. The Company is committed to increasing the use of domestic products, strengthening partnerships with local suppliers, and considering social and environmental aspects, including environmentally friendly practices, thereby minimizing sustainability risks within the value chain and optimizing sustainability opportunities to support sustainable operations and value creation for all stakeholders.

Perseroan senantiasa memastikan bahwa badan tata kelola tertinggi memiliki pemahaman yang memadai serta kesiapan yang komprehensif dalam memenuhi kewajiban pengungkapan keberlanjutan sesuai dengan Standar Pengungkapan Keberlanjutan (SPK 1 dan SPK 2) melalui penguatan kerangka tata kelola, pengembangan prosedur pelaporan yang terstandarisasi, serta pemanfaatan sistem informasi yang terintegrasi untuk mendukung pengumpulan, validasi, dan pelaporan data keberlanjutan. Kesiapan tersebut diperkuat melalui koordinasi lintas unit kerja yang dipimpin oleh Direksi dan didukung oleh Komite Sustainability, sehingga memastikan seluruh proses pelaporan dilakukan secara konsisten, akurat, dan sesuai dengan standar yang berlaku.

The Company consistently ensures that the highest governance bodies possess adequate understanding and comprehensive readiness to fulfill sustainability disclosure obligations in accordance with the Sustainability Disclosure Standards (SPK 1 and SPK 2) through the strengthening of governance frameworks, the development of standardized reporting procedures, and the utilization of integrated information systems to support the collection, validation, and reporting of sustainability data. This readiness is reinforced through cross-functional coordination led by the Board of Directors and supported by the Sustainability Committee, ensuring that all reporting processes are conducted consistently, accurately, and in compliance with applicable standards.

Perseroan juga telah memiliki penanggungjawab pembangunan berkelanjutan. Penjelasan tentang penanggungjawab pembangunan berkelanjutan disajikan pada bagian Tata Kelola Keberlanjutan. Perseroan juga telah menetapkan metrik dan target keberlanjutan yang dituangkan dalam pilar sosial dan lingkungan Jasa Marga. Pilar sosial mencakup pengembangan dan kesejahteraan karyawan dan masyarakat, serta K3. Sedangkan, pilar lingkungan mencakup transisi energi dan solusi rendah karbon serta pengelolaan lingkungan yang bertanggungjawab. Metrik dan target pada pilar sosial dan lingkungan disajikan dalam kinerja keberlanjutan Perseroan.

Perseroan telah menetapkan *time horizon* atas risiko yang diidentifikasi sebagai berikut:

1. *Short Term* (< 1 tahun)
   Dampak risiko muncul dalam waktu cepat setelah kejadian atau dalam satu siklus operasional/tahin berjalan.
2. *Medium Term* (> 1-3 tahun)
   Dampak risiko mulai terlihat dalam periode perencanaan menengah atau mempengaruhi kinerja bisnis beberapa tahun ke depan.
3. *Long Term* (> 3 tahun)
   Dampak risiko mempengaruhi keberlanjutan bisnis atau nilai perusahaan dalam jangka panjang.

Adapun risiko dan peluang keberlanjutan termasuk perubahan iklim yang telah diidentifikasi sebagai berikut.

The Company has also appointed a party responsible for sustainable development. Further details regarding this responsibility are presented in the Sustainability Governance section. The Company has established sustainability metrics and targets, which are outlined within Jasa Marga's social and environmental pillars. The social pillar covers employee and community development and welfare, as well as occupational health and safety (OHS), while the environmental pillar encompasses energy transition, low-carbon solutions, and responsible environmental management. The metrics and targets under both the social and environmental pillars are presented in the Company's sustainability performance.

The Company has set a time horizon for the identified risks as follows:

1. Short Term (< 1 year)
   The impact of the risk appears quickly after the incident or within one operational cycle/current year.
2. Medium Term (> 1-3 years)
   The impact of risks begins to be seen in the medium planning period or affects business performance several years into the future.
3. Long Term (> 3 years)
   The impact of risk affects the sustainability of the business or the value of the company in the long term.

The risks and opportunities for sustainability, including climate change, have been identified as follows.



## Tabel Risiko Keberlanjutan
### Sustainability Risk Table

| **Jenis Risiko** Types of Risk | **Deskripsi** Description | **Dampak terhadap Prospek Bisnis** Impact on Business Prospects | **Rentang Waktu** Time Span | **Pengelolaan Risiko** Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko** Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| **Ekonomi** Economy | | | | | |
| Potensi tidak didapatnya kompensasi Pengakhiran JMB<br>Potential for not receiving JMB Termination compensation | Terkait dengan adanya potensi pelaksanaan project dihentikan di tengah jalan, tidak tercapainya tingkat pengembalian investasi (IRR) proyek jalan tol, yang berdampak pada kerugian finansial kepada Anak Perusahaan ataupun Induk<br>Related to the potential for project implementation to be stopped midway, the toll road project's investment return rate (IRR) is not being achieved, which will result in financial losses for the Subsidiary or Parent Company. | *Impairment* nilai aset Hak Pengusahaan Jalan Tol (HPJT)<br>*Impairment of the asset value of Toll Road Concession Rights (HPJT)* | *Long Term*<br>Long Term | Berkoordinasi dengan stakeholder terkait progres fasilitas yang menunjang bangkitan lalin di jalan tol<br>Coordinating with stakeholders regarding the progress of facilities that support traffic generation on toll roads. | Menimbulkan biaya perlakuan risiko sebesar Rp110.500.000<br>Incurring risk treatment costs of IDR110,500,000 |

| **Jenis Risiko**<br>Types of Risk | **Deskripsi**<br>Description | **Dampak terhadap Prospek Bisnis**<br>Impact on Business Prospects | **Rentang Waktu**<br>Time Span | **Pengelolaan Risiko**<br>Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko**<br>Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| Potensi adanya kasus penyuapan dan/atau konflik kepentingan yang melibatkan Jasa Marga<br>Potential for bribery cases and/ or conflicts of interest involving Jasa Marga | Terkait dengan risiko korupsi yang berdampak pada publikasi negatif mencapai skala internasional yang tersebar di sosial media dan/ atau memerlukan penanganan kewenangan Kantor Pusat, terjadinya pelanggaran ketentuan/kepatuhan, serta pemberitaan negatif di media<br>Related to the risk of corruption, which has an impact on negative publication reaching an international scale, which is spread on social media and/or requires handling by the authority of the Head Office, the occurrence of violations of provisions/ compliance, as well as negative news in the media. | Pelanggaran ketentuan kepatuhan<br>Violation of compliance provisions | Short Term<br>Short Term | 1. Memastikan dan melakukan pengecekan berkala akan teridentifikasinya risiko penyuapan yang timbul dari proses bisnis pada unit kerja dalam dokumen penilaian risiko penyuapan<br>2. Mengadakan program peningkatan pemahaman atas kebijakan dan pemenuhan persyaratan ISO 37001<br>1. Ensuring and conducting regular checks on the identification of bribery risks arising from business processes in business units in bribery risk assessment documents.<br>2. Conducting a program to increase understanding of ISO 37001 policies and requirements. | Menimbulkan biaya perlakuan risiko sebesar Rp445.622.549<br>Incurring risk treatment costs of IDR445,622,549 |
| **Lingkungan**<br>**Environment** | | | | | |
| **Risiko Fisik**<br>**Physical Risks** | | | | | |
| 1. Kejadian Cuaca Ekstrem (Badai, banjir, dan angin kencang)<br>Extreme Weather (Storms, floods, and strong winds) | Risiko fisik yang berdampak pada kerusakan infrastruktur jalan tol dan gangguan operasional<br>Physical risks that result in damage to toll road infrastructure and operational disruptions | Menurunkan performa perusahaan dalam hal financial (menurunkan pendapatan karena pengguna jalan tidak bisa melewati jalan tol, serta meningkatkan beban operasional karena perbaikan infrastruktur), Operasional SPM tidak terpenuhi, menurunkan kepuasan pelanggan<br>Decreasing the company's financial performance (decreasing revenue because road users cannot pass through toll roads, as well as increasing operational costs due to infrastructure repairs), SPM operations are not met, decreasing customer satisfaction | *Short term*<br>Short term | **Pemantauan dan Peringatan Dini**<br>Memperkuat sistem pemantauan cuaca dan peringatan dini untuk mendeteksi dan merespons kejadian cuaca ekstrem secara lebih cepat.<br><br>**Infrastruktur Tahan Bencana**<br>Memperkuat infrastruktur jalan tol agar lebih tahan terhadap dampak cuaca ekstrem, seperti memperbaiki saluran air dan memperkuat struktur jembatan.<br>**Monitoring and Early Warning**<br>Strengthening weather monitoring and early warning systems to detect and respond to extreme weather more quickly.<br><br>**Disaster-Resilient Infrastructure**<br>Strengthening toll road infrastructure to make it more resilient to the impacts of extreme weather, such as repairing water channels and strengthening bridge structures. | Meningkatkan biaya pemeliharaan dan mengurangi pendapatan tol<br>Increased maintenance costs and reduced toll revenues |

| **Jenis Risiko**<br>Types of Risk | **Deskripsi**<br>Description | **Dampak terhadap Prospek Bisnis**<br>Impact on Business Prospects | **Rentang Waktu**<br>Time Span | **Pengelolaan Risiko**<br>Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko**<br>Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| 2. Peningkatan Suhu<br>Temperature Increase | Risiko fisik yang berdampak pada percepatan kerusakan aspal dan beton.<br>Physical risks that impact the acceleration of asphalt and concrete damage. | Menurunkan performa perusahaan dalam hal financial (menurunkan pendapatan karena pengguna jalan tidak bisa melewati jalan tol, serta meningkatkan beban operasional karena perbaikan infrastruktur), Operasional SPM tidak terpenuhi, menurunkan kepuasan pelanggan<br>Decreasing the company's financial performance (decreasing revenue because road users cannot pass through toll roads, as well as increasing operational costs due to infrastructure repairs), SPM operations are not met, decreasing customer satisfaction | *Short term*<br>Short term | **Penyediaan Ruang Hijau**<br>Menambahkan ruang hijau di sepanjang jalan tol untuk menyerap panas dan mengurangi efek "pulau panas" di sekitar jalan tol.<br><br>**Penggunaan Material Tahan Panas**<br>Menggunakan material yang lebih tahan terhadap panas pada permukaan jalan tol untuk mengurangi efek pemanasan.<br><br>**Provision of Green Space**<br>Adding green spaces along toll roads to absorb heat and reduce the "heat island" effect around toll roads.<br><br>**The Use of Heat Resistant Materials**<br>Using more heat-resistant materials on toll road surfaces to reduce the heating effect. | Peningkatan biaya pemeliharaan<br>Increased maintenance costs |
| 3. Kekeringan<br>Drought | Risiko fisik yang berdampak pada terkendalanya proses operasional terutama di rest area.<br><br>Keringnya tanaman di sekitar rumija tol yang dapat menimbulkan kebakaran rumput dan asap yang mengganggu kelancaran lalu lintas jalan tol<br>Physical risks that impact operational processes, especially in rest areas.<br><br>The dryness of plants around the toll road can cause grass fires and smoke, which disrupts the smooth flow of toll road traffic. | SPM tidak terpenuhi, Target lalin/pengunjung rest area tidak terpenuhi sehingga mengurangi pendapatan Meningkatkan risiko tingkat kecelakaan, SPM tidak terpenuhi, Menurunkan tingkat kepuasan pelanggan<br>SPM is not met, rest area traffic/visitor targets are not met, thus reducing income<br>Increasing the risk of accident rates, SPM is not met, Decrease the level of customer satisfaction | *Short term*<br>Short term | **Pengelolaan Air**<br>Mengembangkan sistem pengelolaan air yang lebih efisien, seperti penggunaan air daur ulang atau teknologi irigasi yang hemat air untuk menjaga kelembaban tanah di sekitar jalan tol.<br><br>**Konservasi Air**<br>Mengurangi penggunaan air pada fasilitas jalan tol, seperti menciptakan sistem pengairan yang lebih efisien di area penanaman tanaman di sekitar jalan tol.<br><br>**Water Management**<br>Developing more efficient water management systems, such as using recycled water or water-saving irrigation technology to maintain soil moisture around toll roads.<br><br>**Water Conservation**<br>Reducing water use on toll road facilities, such as creating a more efficient irrigation system in plant planting areas around toll roads. | Peningkatan biaya operasional untuk pembelian air dari pihak ketiga.<br>Increased operational costs for purchasing water from third parties. |

| **Jenis Risiko**<br>Types of Risk | **Deskripsi**<br>Description | **Dampak terhadap Prospek Bisnis**<br>Impact on Business Prospects | **Rentang Waktu**<br>Time Span | **Pengelolaan Risiko**<br>Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko**<br>Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| 4. Peningkatan Muka Air Laut<br>Sea Level Rise | Risiko fisik yang berdampak pada terganggunya operasional jalan tol yang berdekatan dengan pesisir.<br>Physical risks that impact the disruption of toll road operations adjacent to the coast. | Menurunkan performa perusahaan dalam hal financial (menurunkan pendapatan karena pengguna jalan tidak bisa melewati jalan tol, serta meningkatkan beban operasional karena perbaikan infrastruktur/ penutupan krn peningkatan air laut), Operasional SPM tidak terpenuhi, menurunkan kepuasan pelanggan<br>Decreasing the company's financial performance (decreasing revenue because road users cannot pass through the toll road, as well as increasing operational costs due to infrastructure repairs/closures due to rising sea levels), operational SPMs are not met, decreasing customer satisfaction | *Short term*<br>Short term | **Penanganan Drainase**<br>Meningkatkan sistem drainase untuk menghadapi lonjakan air laut, termasuk pembangunan tanggul atau pintu air dan perbaikan sistem pembuangan air.<br>**Perlindungan Pesisir**<br>Melakukan penanaman mangrove atau vegetasi pantai lainnya untuk meredam gelombang dan mengurangi erosi pantai di sekitar jalan tol yang berdekatan dengan pesisir.<br>**Drainage Management**<br>Improving drainage systems to cope with seawater surges, including building embankments or floodgates, and improving water drainage systems.<br>**Coastal Protection**<br>Planting mangroves or other coastal vegetation to dampen waves and reduce coastal erosion around toll roads adjacent to the coast. | Peningkatan biaya operasional dan pemeliharaan dan penurunan pendapatan tol.<br>Increased operational and maintenance costs and decreased toll revenue. |
| Potensi adanya Force Majeure<br>Potential Force Majeure | Risiko fisik yang berdampak pada potensi kerusakan aset akibat kerusakan infrastruktur oleh gempa bumi mencakup gangguan operasional dan pemulihan, dan Potensi kehilangan pendapatan tol<br>Physical risks that impact potential asset damage due to infrastructure damage by earthquakes include operational disruption and recovery, and potential loss of toll revenue. | Menurunkan performa perusahaan dalam hal financial (menurunkan pendapatan karena pengguna jalan tidak bisa melewati jalan tol, serta meningkatkan beban operasional karena perbaikan infrastruktur), Operasional SPM tidak terpenuhi, menurunkan kepuasan pelanggan<br>Decreasing the company's financial performance (decreasing revenue because road users cannot pass through toll roads, as well as increasing operational costs due to infrastructure repairs), SPM operations are not met, decreasing customer satisfaction | *Short term*<br>Short term | Menyediakan Asuransi Civil Engineering Completed Risk (CECR) yang mencakup kerusakan akibat gempa bumi akan mengurangi beban finansial perusahaan dalam perbaikan dan pemulihan, memastikan stabilitas operasional dan finansial pasca kejadian<br>Providing Civil Engineering Completed Risk (CECR) Insurance that covers damage caused by earthquakes will reduce the company's financial burden in repairs and recovery, ensuring operational and financial stability after the incident. | Menimbulkan biaya perlakuan risiko sebesar Rp6.475.484.933<br>Incurring risk treatment costs of IDR6,475,484,933 |

| **Jenis Risiko**<br>Types of Risk | **Deskripsi**<br>Description | **Dampak terhadap Prospek Bisnis**<br>Impact on Business Prospects | **Rentang Waktu**<br>Time Span | **Pengelolaan Risiko**<br>Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko**<br>Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| **Risiko Transisi**<br>**Transition Risk** | | | | | |
| 1. Perubahan Kebijakan dan Regulasi Pemerintah<br>Changes in Government Policies and Regulations | Risiko transisi yang berdampak kegiatan operasional dan biaya perusahaan.<br>Transition risks that impact the company's operational activities and costs. | Perubahan Rencana Jangka Panjang Perusahaan (RJPP) atau RKAP perusahaan terkait program dan biaya Perusahaan, Perubahan Kebijakan & SOP Internal<br>Changes to the Company's Long-Term Plan (RJPP) or RKAP related to the Company's programs and costs, Changes to Internal Policies & SOPs | *Short term/ medium term*<br>Short term/ medium term | **Pemahaman Regulasi**<br>Melakukan pemantauan terus-menerus terhadap perubahan regulasi terkait dengan lingkungan, sosial, dan tata kelola perusahaan (ESG), serta memastikan pemahaman yang mendalam terhadap implikasinya terhadap bisnis.<br><br>**Kepatuhan dan Penyesuaian**<br>Memastikan perusahaan selalu mematuhi regulasi yang ada dan bersiap untuk menyesuaikan operasionalnya sesuai dengan perubahan regulasi yang diberlakukan, termasuk investasi dalam sistem manajemen yang dapat memonitor dan melacak kepatuhan perusahaan.<br><br>**Understanding Regulations**<br>Continuously monitoring regulatory changes related to environmental, social and corporate governance (ESG), and ensuring a thorough understanding of their implications for the business.<br><br>**Compliance and Adjustment**<br>Ensuring the company to comply with existing regulations and is prepared to adjust its operations in line with regulatory changes implemented, including investing in a management system that can monitor and track company compliance. | Peningkatan biaya operasional<br>Increased operational costs |

| **Jenis Risiko**<br>Types of Risk | **Deskripsi**<br>Description | **Dampak terhadap Prospek Bisnis**<br>Impact on Business Prospects | **Rentang Waktu**<br>Time Span | **Pengelolaan Risiko**<br>Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko**<br>Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| 2. Harapan Pemangku Kepentingan dan Tuntutan Publik<br>Stakeholder Expectations and Public Demands | Risiko transisi yang berdampak pada kerusakan reputasi perusahaan di mata pemangku kepentingan.<br>Transition risks that impact the company's reputation for stakeholders. | Menurunkan persepsi publik atau reputasi Perusahaan, ketidakpuasan pelanggan atau karyawan<br>Lowering public perception or reputation of the Company, customer or employee dissatisfaction | *Short term*<br>Short term | **Transparansi dan Komunikasi**<br>Memperkuat komunikasi terbuka dan transparan dengan semua pemangku kepentingan, termasuk pelanggan, masyarakat, dan pihak berwenang, tentang komitmen perusahaan terhadap praktik ESG yang bertanggung jawab.<br><br>**Pemantauan Media Sosial**<br>Melakukan pemantauan aktif terhadap media sosial dan responsif terhadap isu-isu yang muncul, serta secara proaktif menyampaikan informasi terkini tentang upaya perusahaan dalam mengelola risiko dan dampak lingkungan.<br><br>**Inovasi Produk/Layanan Keberlanjutan**<br>Melakukan pengembangan dan penyediaan fitur pelacakan emisi karbon bagi pengguna jalan tol. Sehingga dengan menyediakan data emisi yang transparan dan mudah diakses, Jasa Marga mendukung pemangku kepentingan dalam mengelola emisi lingkup 3 secara lebih efektif<br><br>**Transparency and Communication**<br>Strengthening an open and transparent communication with all stakeholders, including customers, communities and authorities, about the company's commitment to responsible ESG practices.<br><br>**Social Media Monitoring**<br>Conducting active monitoring of social media and being responsive to emerging issues, and proactively provide updates on the company's efforts to manage environmental risks and impacts.<br><br>**Sustainable Product/Service Innovation**<br>Developing and providing carbon emission tracking features for toll road users. By providing transparent and easily accessible emissions data, Jasa Marga supports stakeholders in managing Scope 3 emissions more effectively. | Penurunan harga saham dan kesulitan perolehan pendanaan hijau.<br>Falling stock prices and difficulties in obtaining green funding. |

| **Jenis Risiko**<br>Types of Risk | **Deskripsi**<br>Description | **Dampak terhadap Prospek Bisnis**<br>Impact on Business Prospects | **Rentang Waktu**<br>Time Span | **Pengelolaan Risiko**<br>Risk Management | **Potensi Implikasi Finansial/ Biaya Perlakuan Risiko**<br>Financial Implication Potentials/ Costs of Risk Treatment |
|---|---|---|---|---|---|
| **Sosial**<br>**Social** | | | | | |
| Potensi terjadinya gangguan kesehatan dan keselamatan kerja<br>Potential for occupational health and safety problems | Potensi meningkatnya tingkat kematian di tempat kerja atau yang disebabkan oleh kondisi kerja yang berbahaya dapat menyebabkan dampak reputasi yang besar dan mengakibatkan denda dari pihak regulator serta pemberian sanksi perusahaan oleh pemerintah<br>The potential for increased fatalities in the workplace or those caused by hazardous working conditions could have significant reputational impact and result in fines from regulators and government sanctions against the company. | Kejadian Fatality<br>Fatality Incident | Short Term<br>Short Term | 1. Melakukan sosialisasi terkait K3 secara periodik<br>2. Melakukan *surveillance* Sistem Manajemen K3 berbasis ISO 45001:2018<br>3. Pemberian Alat Pelindung Diri yang sesuai dengan SNI, serta pemenuhan kelengkapan K3<br>1. Conducting periodic outreach regarding OHS<br>2. Conducting surveillance of the ISO 45001:2018-based OHS Management System<br>3. Provision of Personal Protective Equipment in line with SNI, as well as fulfillment of OHS requirements | Menimbulkan biaya perlakuan risiko sebesar Rp573.521.578<br>Incurring risk treatment costs of IDR573,521,578 |
| Potensi tidak mencapai standar Environmental, Social, and Governance (ESG) yang diharapkan oleh pemangku kepentingan dan lembaga pemeringkat<br>Potential to fail in achieving the Environmental, Social, and Governance (ESG) standards expected by stakeholders and rating agencies | Risiko yang terjadi akibat ketidakpuasan masyarakat terhadap dampak sosial pembangunan infrastruktur, seperti penggusuran atau gangguan lingkungan sekitar, Kurangnya inisiatif untuk pemberdayaan masyarakat setempat atau pelibatan dalam pengembangan infrastruktur<br>Risks that occur due to community dissatisfaction with the social impacts of infrastructure development, such as evictions or disturbances to the surrounding environment, lack of initiatives to empower local communities or involvement in infrastructure development. | ESG Rating tidak sesuai dengan rencana<br>ESG Rating not according to plan | Medium Term<br>Medium Term | 1. Mengadakan sosialisasi dan workshop mengenai perhitungan program TJSL menggunakan perhitungan SROI<br>2. Pertemuan dan diskusi rutin dari level tertinggi Key Stakeholder dan pelaksanaan program CSR di daerah sekitar jalan tol<br>1. Conducting socialization and workshops on calculating TJSL programs using SROI calculations<br>2. Pertemuan dan diskusi rutin dari level tertinggi Key Stakeholder dan pelaksanaan program CSR di daerah sekitar jalan tol | Menimbulkan biaya perlakuan risiko sebesar Rp400.000.000<br>Incurring risk treatment costs of IDR400,000,000 |
| Potensi kegagalan implementasi roadmap manajemen risiko<br>Potential failure of risk management roadmap implementation | Risiko terkait dengan kurangnya kualifikasi dan kompetensi personil Manajemen Risiko, Perubahan prioritisasi bisnis dari pemegang saham, Perubahan kebijakan<br>Risks related to lack of qualifications and competence of Risk Management personnel, Changes in business priorities of shareholders, Changes in policies | Pelanggaran ketentuan kepatuhan<br>Violation of compliance provisions | Short Term<br>Short Term | 1. Mengoptimalkan penanaman budaya risiko<br>2. Melakukan penyusunan Sistem Manajemen Kelangsungan Usaha (SMKU) atau Business Continuity Management System (BCMS).<br>1. Optimizing the cultivation of risk culture<br>2. Conducting the preparation of a Business Continuity Management System (BCMS). | Menimbulkan biaya perlakuan risiko sebesar Rp2.694.727.500<br>Incurring risk treatment costs of IDR2,694,727,500 |

## Tabel Peluang Keberlanjutan dan Perubahan Iklim
Sustainability and Climate Change Opportunity Table

| Tipe Peluang<br>Opportunity Types | Peluang Perubahan Iklim<br>Climate Change Types | Potensi Implikasi Finansial<br>Financial Implication Potentials |
|---|---|---|
| **Ekonomi / Economy** | | |
| Jalan tol kelolaan<br>Managed toll roads | Peningkatan jalan tol kelolaan Jasa Marga<br>Improvement of toll roads managed by Jasa Marga | Peningkatan pendapatan Perseroan<br>Increase in Company income |
| Akses Pembiayaan<br>Access to Financing | Penerbitan *green bond/sustainability-linked loan* untuk proyek rendah emisi<br>Issuance of green bonds/sustainability-linked loans for low-emission projects | Cost of fund lebih rendah, basis investor lebih luas<br>Lower cost of funds, wider investor base |
| Diversifikasi Pendapatan<br>Revenue Diversification | Pengembangan rest area hijau, EV charging station<br>Development of green rest areas, EV charging stations | Sumber pendapatan baru, peningkatan trafik & pendapatan non-tol<br>New sources of income, increased traffic and non-toll revenues |
| **Lingkungan / Environment** | | |
| Efisiensi penggunaan sumber daya<br>Efficient use of resources | Implementasi sistem manajemen energi yang lebih efisien dan sumber energi terbarukan dapat mengurangi biaya operasional jangka panjang.<br>Implementing more efficient energy management systems and renewable energy sources can reduce long-term operational costs. | Pengurangan Biaya Operasional<br>Reduction of Operational Costs |
| | Daur ulang material perkerasan, pemanfaatan kembali material sisa<br>Recycling of pavement materials, reuse of waste materials | Efisiensi biaya material, citra keberlanjutan meningkat<br>Material cost efficiency, increased sustainability image |
| Sumber Energi<br>Energy Source | Penggunaan energi terbarukan, sistem lampu LED hemat energi.<br>Use of renewable energy, energy-saving LED lighting system | Penurunan biaya energi jangka panjang, peningkatan margin EBITDA<br>Long-term energy cost reduction, EBITDA margin improvement |
| Produk dan Jasa<br>Products and Services | Keterlibatan dalam proyek-proyek hijau dan keberlanjutan dapat membuka peluang untuk bermitra dengan perusahaan lain, organisasi nirlaba, dan pemerintah<br>Involvement in green and sustainability projects can open up opportunities to partner with other companies, non-profit organizations, and governments. | Kemitraan dan Kolaborasi Baru<br>New Partnerships and Collaborations |
| | Menyediakan fitur pelacakan emisi karbon bagi pengguna jalan tol.<br>Providing carbon emission tracking features for toll road users. | Peningkatan reputasi dan kepercayaan publik<br>Improved reputation and public trust |
| Pasar<br>Market | Fokus pada keberlanjutan dan manajemen risiko iklim dapat membuka peluang untuk masuk ke pasar baru yang lebih sadar lingkungan, baik di dalam negeri maupun internasional.<br>Focusing on sustainability and climate risk management can open up opportunities to enter new, more environmentally conscious markets, both domestically and internationally. | Penetrasi Pasar Baru<br>New Market Penetration |
| Ketahanan<br>Resilience | Desain jalan tol tahan banjir, peningkatan drainase, material tahan panas.<br>Flood-resistant toll road design, drainage improvements, heat-resistant materials | Pengurangan biaya perbaikan pascabencana<br>Reduced post-disaster repair costs |
| **Sosial / Social** | | |
| Mitra Binaan<br>Fostered Partners | Peningkatan jumlah mitra binaan.<br>Increasing the number of fostered partners. | Peningkatan Reputasi, Kepercayaan Publik, Peningkatan Pendapatan<br>Improved Reputation, Public Trust, Increased Revenue |
| Kepuasan pelanggan<br>Customer satisfaction | Peningkatan kepuasan pengguna jalan tol<br>Increasing toll road user satisfaction | Peningkatan pendapatan<br>Increased Revenue |
| Keselamatan & Kenyamanan<br>Safety & Comfort | Infrastruktur lebih aman saat cuaca ekstrem (kabut, hujan lebat, panas ekstrem)<br>Infrastructure is safer during extreme weather (fog, heavy rain, extreme heat) | Penurunan klaim asuransi & biaya kecelakaan<br>Reduction in insurance claims and accident costs |
| Hubungan Pemangku Kepentingan<br>Stakeholder Relations | Program pemberdayaan masyarakat sekitar proyek hijau<br>Community empowerment program around the green project | Pengurangan risiko sosial & keterlambatan proyek<br>Reduced social risks & project delays |
| Reputasi & Lisensi Sosial<br>Reputation & Social License | Transparansi ESG dan komitmen terhadap perubahan iklim<br>ESG transparency and commitment to climate change | Peningkatan valuasi perusahaan & kepercayaan investor<br>Increased company valuation and investor confidence |

## Strategi Kinerja Ekonomi

Potensi tidak didapatnya kompensasi pengakhiran JMB merupakan risiko terkait kinerja ekonomi Perseroan. Strategi yang diterapkan Perseroan untuk mengantisipasi hal tersebut, Perseroan memperkuat koordinasi dan komunikasi bersama para pemangku kepentingan terkait guna memastikan progres pembangunan dan pengoperasian fasilitas yang mendukung bangkitan lalu lintas (lalin) di jalan tol dapat berjalan sesuai rencana. Upaya ini dilakukan untuk menjaga stabilitas volume lalu lintas, mengoptimalkan kinerja ruas tol, serta mempertahankan keberlanjutan pendapatan Perseroan dalam jangka panjang.

## Strategi Anti Korupsi

Potensi adanya kasus penyuapan dan/atau konflik kepentingan yang melibatkan Jasa Marga masuk ke dalam risiko terkait korupsi/*fraud* di Perseroan. Untuk memitigasi risiko tersebut, Perseroan memastikan pelaksanaan identifikasi dan pengecekan secara berkala terhadap potensi risiko penyuapan/*fraud* yang dapat timbul dari setiap proses bisnis di unit kerja dalam dokumen penilaian risiko penyuapan yang terintegrasi dengan penilaian anti *fraud*, serta secara konsisten menyelenggarakan program peningkatan pemahaman bagi pegawai terkait kebijakan anti-penyuapan serta pemenuhan persyaratan standar Sistem Manajemen Anti Penyuapan ISO 37001 : 2016, guna memperkuat budaya integritas dan kepatuhan di seluruh lini organisasi. Pengelolaan risiko korupsi juga telah tertuang dalam Keputusan Bersama Dewan Komisaris dan Direksi Nomor: KEP-153/IX/2025 dan 134/KPTS/2025 tentang Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk serta Keputusan Direksi Nomor: 164/KPTS/2025 tentang Manual Sistem Manajemen Anti Penyuapan PT Jasa Marga (Persero) Tbk.

## Strategi Perubahan Iklim

Terkait *net zero*, pemerintah memiliki komitmen dan target nasional *net zero emission* di tahun 2060. Jasa Marga dapat mengidentifikasi lebih lanjut bagaimana peran Perusahaan untuk mendukung kebijakan tersebut. Beberapa strategi yang dapat dipertimbangkan meliputi pengurangan emisi langsung, efisiensi energi, penggunaan energi terbarukan, anggaran karbon (carbon budget), penggunaan material ramah lingkungan, dan inisiatif keberlanjutan lainnya.

Selain itu, terdapat Peraturan Presiden No. 111 tahun 2022 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan yang menunjukkan Komitmen Indonesia untuk mencapai 17 SDGs yang telah disepakati secara global. Selain *concern* atau arahan dari pemerintah, Jasa Marga juga dapat mempertimbangkan *concern* dari sisi investor dan stakeholder lainnya.

## Economic Performance Strategy

The potential for not receiving compensation for the termination of the JMB is a risk related to the Company's economic performance. The Company's strategy to anticipate this is to strengthen coordination and communication with relevant stakeholders to ensure the progress of construction and operation of facilities that support traffic generation on toll roads can proceed according to plan. This effort is being made to maintain traffic volume stability, optimize toll road performance, and maintain the Company's long-term revenue sustainability.

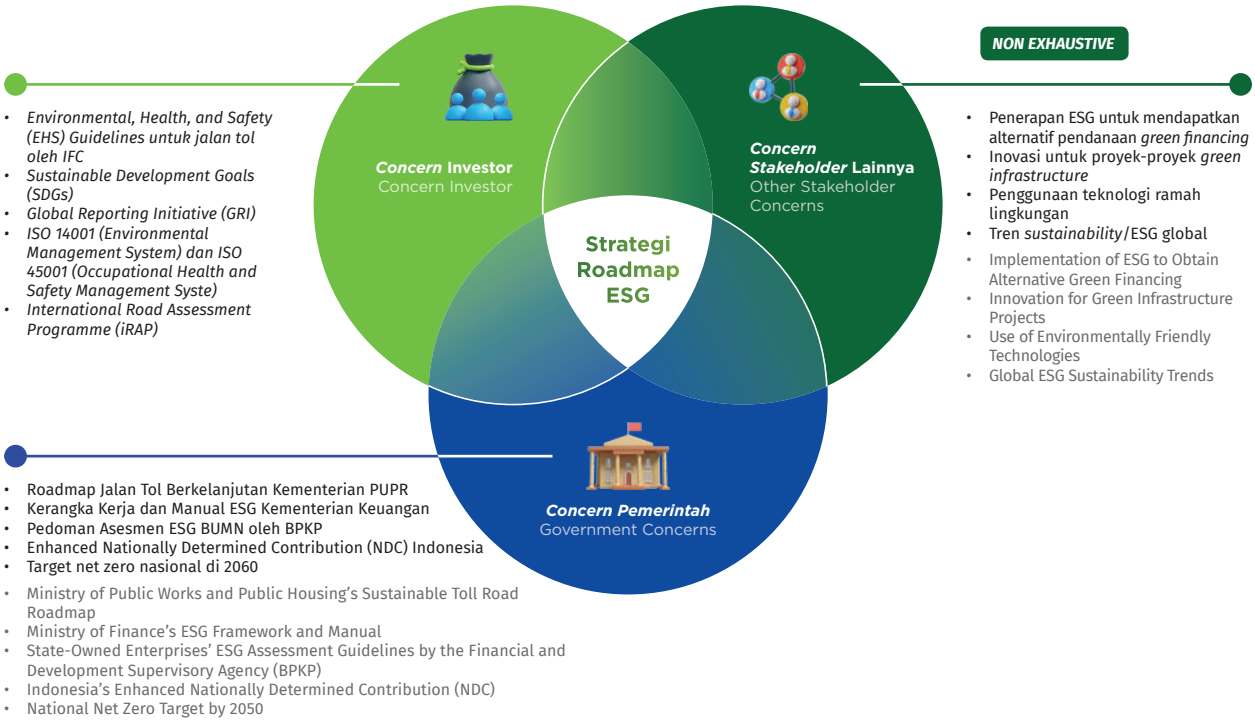
## Anti-Corruption Strategy

The potential for bribery cases and/or conflicts of interest involving Jasa Marga is included in the risks related to corruption in the Company. To mitigate these risks, the Company ensures the implementation of regular identification and checking of potential bribery risks that may arise from each business process in the work unit in the bribery risk assessment document, and consistently organizes programs to increase employee understanding regarding anti-bribery policies and compliance with the requirements of the ISO 37001 Anti-Bribery Management System standard, in order to strengthen the culture of integrity and compliance across all lines of the organization. Corruption risk management has also been stated in the Joint Decree of the Board of Commissioners and Directors Number: KEP-153/IX/2025 and 134/KPTS/2025 concerning the Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk as well as the Decree of the Board of Directors Number: 164/KPTS/2025 concerning the Anti-Bribery Management System Manual of PT Jasa Marga (Persero) Tbk.

## Climate Change Strategy

Regarding net zero, the government has a commitment and national target of net zero emissions by 2060. Jasa Marga can further identify how the company can support this policy. Some strategies to consider include direct emission reduction, energy efficiency, renewable energy use, carbon budgeting, the use of environmentally friendly materials, and other sustainability initiatives.

Furthermore, Presidential Regulation No. 111 of 2022 concerning the Implementation of Sustainable Development Goals demonstrates Indonesia's commitment to achieving the 17 globally agreed-upon SDGs. In addition to government concerns and directives, Jasa Marga can also consider concerns from investors and other stakeholders.




Di samping itu, strategi Perseroan dalam memitigasi perubahan iklim yaitu Perseroan telah menetapkan roadmap *net zero emission* yang akan dicapai di tahun 2025. Perseroan memiliki beberapa skenario dalam mencapai net zero emission sebagaimana disampaikan pada Aspek Emisi di dalam Laporan Keberlanjutan ini. Adapun skenario yang telah ditetapkan Perseroan sebagai berikut:

1. Skenario NZE 1 Berdasarkan Persentase dari Dana CSR
2. Skenario NZE 2 Berdasarkan Persentase dari Akumulasi Emisi per Tahun
3. Skenario NZE 3 Berdasarkan Persentase dari Akumulasi Emisi sampai dengan Tahun 2050

Namun demikian, saat ini Perseroan belum memiliki rencana transisi perubahan iklim (*climate transition plan*) yang tersusun termasuk penetapan target penghentian penggunaan bahan bakar fosil maupun target mitigasi perubahan iklim lainnya. Langkah yang dilakukan Perseroan saat ini yaitu Perseroan telah melaksanakan berbagai inisiatif pengelolaan lingkungan, efisiensi energi, dan pengendalian emisi sebagai bagian dari komitmen terhadap praktik bisnis berkelanjutan dan pengelolaan risiko perubahan iklim.

Saat ini Perseroan berada pada tahap pengkajian awal untuk mengembangkan rencana transisi yang terintegrasi dengan strategi bisnis dan keberlanjutan. Proses ini mencakup penguatan tata kelola, peningkatan kualitas data emisi, identifikasi risiko dan peluang iklim, serta kajian metodologi dan penetapan target yang relevan. Dalam pengembangannya, Perusahaan mempertimbangkan prinsip *just transition*, termasuk dampak terhadap pekerja, komunitas lokal, dan

In addition, the Company's strategy in mitigating climate change is that the Company has established a net-zero emission roadmap to be achieved by 2025. The Company has several scenarios for achieving net-zero emissions as outlined in the Emissions Aspect in this Sustainability Report. The scenarios that the Company has established are as follows:

1. NZE Scenario 1 Based on Percentage of CSR Funds
2. NZE Scenario 2 Based on Percentage of Accumulated Emissions per Year
3. NZE Scenario 3 Based on Percentage of Accumulated Emissions until 2050

However, the Company currently does not have a developed climate transition plan, including a target for phasing out fossil fuels or other climate change mitigation targets. The Company has implemented various environmental management, energy efficiency, and emissions control initiatives as part of its commitment to sustainable business practices and climate change risk management.

The Company is currently in the initial assessment phase to develop a transition plan integrated with its business and sustainability strategies. This process includes strengthening governance, improving emissions data quality, identifying climate risks and opportunities, and reviewing relevant methodologies and setting targets. In developing this plan, the Company considers the principle of just transition, including impacts on workers, local communities, and the environment,

lingkungan hidup, dengan melibatkan pemangku kepentingan melalui mekanisme yang telah berjalan. Penyusunan rencana transisi perubahan iklim direncanakan akan dilakukan pada tahun 2026.

by engaging stakeholders through established mechanisms. The climate change transition plan is planned for 2026.

Hingga tahun 2025, Perseroan juga belum memiliki rencana adaptasi perubahan iklim yang terdokumentasi secara formal. Hal ini disebabkan karena Perseroan masih berada pada tahap penguatan identifikasi risiko dan peluang perubahan iklim serta integrasinya ke dalam manajemen risiko perusahaan secara lebih sistematis. Meskipun demikian, Perseroan telah mengidentifikasi peluang dan risiko perubahan iklim dari aspek ekonomi, lingkungan, dan sosial, termasuk potensi dampak operasional terhadap keanekaragaman hayati, namun kajian tersebut belum terintegrasi dalam kerangka adaptasi yang komprehensif dan terstruktur. Saat ini, Perseroan sedang mempersiapkan penyusunan kerangka adaptasi perubahan iklim melalui penguatan analisis risiko fisik dan kajian dampak terhadap manusia dan lingkungan. Penyusunan rencana adaptasi perubahan iklim ditargetkan dilakukan pada tahun 2026, sehingga pada akhir tahun tersebut diharapkan telah tersedia kerangka adaptasi yang lebih komprehensif, termasuk penetapan tata kelola, target, dan mekanisme implementasinya.

As of 2025, the Company did not have a formally documented climate change adaptation plan yet. It was because the Company was still in the process of strengthening the identification of climate change risks and opportunities and integrating them into the company's risk management in a more systematic manner. Although the Company had identified climate change opportunities and risks from economic, environmental, and social perspectives, including potential operational impacts on biodiversity, these studies had not yet been integrated into a comprehensive and structured adaptation framework. Currently, the Company is preparing to develop a climate change adaptation framework by strengthening physical risk analysis and assessing impacts on humans and the environment. The development of the climate change adaptation plan is targeted for 2026, so by the end of that year it is expected that a more comprehensive adaptation framework will be available, including the establishment of governance, targets, and implementation mechanisms.

## Strategi Pelatihan dan Pendidikan

Potensi kegagalan implementasi roadmap manajemen risiko yaitu risiko terkait dengan dibutuhkannya peningkatan kompetensi karyawan. Strategi Perseroan dalam memitigasi risiko tersebut yaitu Perseroan mengoptimalkan penanaman budaya risiko melalui peningkatan awareness, sosialisasi kebijakan, serta penguatan peran manajemen dalam mendorong kepatuhan terhadap prinsip manajemen risiko. Selain itu, Perseroan melakukan penyusunan dan penguatan Sistem Manajemen Kelangsungan Usaha (SMKU) atau Business Continuity Management System (BCMS) guna memastikan kesiapsiagaan organisasi dalam menghadapi potensi gangguan operasional serta menjaga keberlangsungan proses bisnis secara berkelanjutan.

## Training and Education Strategy

The potential for failure in implementing the risk management roadmap is the risk related to the need to improve employee competency. The Company's strategy to mitigate this risk is to optimize the installation of a risk culture through increased awareness, policy dissemination, and strengthening the role of management in encouraging compliance with risk management principles. In addition, the Company is developing and strengthening its Business Continuity Management System (BCMS) to ensure organizational preparedness in facing potential operational disruptions and maintaining the continuity of business processes.

## Strategi Kesehatan dan Keselamatan Kerja

Potensi terjadinya gangguan kesehatan dan keselamatan kerja timbul akibat paparan bahaya di lingkungan kerja, ketidaksesuaian prosedur operasional, maupun kurangnya kesadaran terhadap aspek Keselamatan dan Kesehatan Kerja (K3). Oleh karena itu, Perseroan telah menetapkan berbagai langkah mitigasi untuk memastikan terciptanya lingkungan kerja yang aman dan sehat.

## Occupational Health and Safety Strategy

The potential for occupational health and safety problems arises from exposure to hazards in the work environment, non-compliance with operational procedures, and a lack of awareness of Occupational Health and Safety (OHS) aspects. Therefore, the Company has implemented various mitigation measures to ensure a safe and healthy work environment.

Upaya yang dilakukan antara lain melaksanakan sosialisasi dan edukasi terkait K3 secara periodik kepada seluruh pekerja guna meningkatkan pemahaman dan kepatuhan terhadap prosedur keselamatan kerja. Perusahaan juga melakukan

Efforts undertaken include conducting periodic socialization and education related to OHS to all workers to improve understanding and compliance with work safety procedures. The Company also conducts surveillance activities on the

kegiatan surveillance terhadap penerapan Sistem Manajemen K3 berbasis ISO 45001:2018 untuk memastikan sistem berjalan efektif dan sesuai dengan standar yang berlaku. Selain itu, Perusahaan menyediakan Alat Pelindung Diri (APD) yang memenuhi Standar Nasional Indonesia (SNI) serta memastikan pemenuhan kelengkapan sarana dan prasarana K3 di seluruh unit kerja. Sebagai langkah preventif yang terstruktur, Perusahaan telah menerapkan HIRADC (Hazard Identification, Risk Assessment, and Determining Control) di setiap unit kerja untuk mengidentifikasi potensi bahaya, melakukan penilaian tingkat risiko, serta menetapkan langkah pengendalian yang tepat guna mencegah dan memitigasi dampak keselamatan dan kesehatan kerja yang signifikan.

Dalam merancang strategi K3, Perseroan mempertimbangkan *trade-offs* antara risiko operasional dan peluang peningkatan produktivitas serta kesejahteraan karyawan. Penerapan prosedur k3 yang lebih ketat di area jalan tol atau pemeliharaan jalan tol akan menambah waktu dan biaya operasional, namun langkah ini diimbangi dengan pengurangan risiko kecelakaan dan cedera, peningkatan kepuasan serta loyalitas karyawan, dan terciptanya budaya kerja yang lebih aman dan berkelanjutan.

## Strategi Kesehatan dan Keselamatan Pelanggan

Potensi terjadinya gangguan kesehatan dan keselamatan pelanggan merupakan risiko yang dapat memengaruhi kenyamanan, keamanan, serta kepercayaan pengguna jalan tol terhadap layanan Perseroan. Risiko ini dapat muncul akibat kondisi perkerasan jalan yang menurun, kurangnya penerangan, atau ketidaktertiban lalu lintas, termasuk kendaraan *overload* yang berisiko mempercepat kerusakan jalan dan meningkatkan potensi kecelakaan.

Untuk memitigasi risiko tersebut, Perseroan melaksanakan Scrapping Filling Overlay (SFO) dan rekonstruksi perkerasan, program peningkatan estetika dan beautifikasi jalan tol, serta penerangan jalan yang memadai. Selain itu, Perseroan rutin melakukan operasi terpadu bekerja sama dengan Dinas Perhubungan dan Kepolisian untuk menertibkan kendaraan overload dan membangun budaya tertib berlalu lintas, sehingga kondisi jalan tol tetap aman, lancar, dan nyaman bagi seluruh pengendara.

implementation of the OHS Management System based on ISO 45001:2018 to ensure the system is running effectively and in line with applicable standards. In addition, the Company provides Personal Protective Equipment (PPE) that meets the Indonesian National Standard (SNI) and ensures the completeness of OHS facilities and infrastructure in all business units. As a structured preventive measure, the Company has implemented HIRADC (Hazard Identification, Risk Assessment, and Determining Control) in each business unit to identify potential hazards, assess risk levels, and establish appropriate control measures to prevent and mitigate significant occupational safety and health impacts.

In designing its OHS strategy, the Company considers trade-offs between operational risks and opportunities to improve productivity and employee well-being. Implementing stricter OHS procedures in toll road areas or maintaining them will increase operational time and costs, but this is offset by reducing the risk of accidents and injuries, increasing employee satisfaction and loyalty, and creating a safer and more sustainable work culture.

## Customer Health and Safety Strategy

The potential for disruption to customer health and safety is a risk that could impact the comfort, safety, and confidence of toll road users in the Company's services. This risk can arise from deteriorating road pavement conditions, inadequate lighting, or traffic disorder, including overloaded vehicles, which can accelerate road damage and increase the potential for accidents.

To mitigate these risks, the Company implements Scrapping Filling Overlay (SFO) and pavement reconstruction, as well as toll road aesthetic improvement and beautification programs, and adequate street lighting. Furthermore, the Company routinely conducts integrated operations in collaboration with the Transportation Agency and the Police to regulate overloaded vehicles and foster a culture of orderly traffic, ensuring that toll road conditions remain safe, smooth, and comfortable for all drivers.

Dalam pengelolaan jalan tol, Perseroan menyeimbangkan risiko keselamatan pengguna dengan efisiensi layanan dan kenyamanan perjalanan. Melalui penerapan pengaturan kecepatan, penambahan marka jalan, dan pemeliharaan rutin dapat menambah biaya operasional dan waktu pengerjaan, tetapi memberikan manfaat berupa pengurangan potensi kecelakaan, peningkatan kepercayaan pengguna, dan terciptanya pengalaman berkendara yang aman dan nyaman bagi masyarakat. Keputusan ini menunjukkan pertimbangan *trade-offs* antara keselamatan publik dan biaya operasional.

In managing toll roads, the Company balances user safety risks with service efficiency and travel comfort. Implementing speed controls, adding road markings, and routine maintenance can increase operational costs and time, but provide benefits in the form of reduced accident potential, increased user confidence, and a safe and comfortable driving experience for the public. This decision demonstrates the trade-offs between public safety and operational costs.

## Strategi Masyarakat Lokal

Potensi tidak mencapai standar ESG yang diharapkan oleh pemangku kepentingan dan lembaga pemeringkat merupakan risiko yang timbul sebagai akibat ketidakpuasan masyarakat terhadap dampak sosial pembangunan infrastruktur, seperti penggusuran atau gangguan lingkungan sekitar, Kurangnya inisiatif untuk pemberdayaan masyarakat setempat atau pelibatan dalam pengembangan infrastruktur. Oleh karenanya, risiko ini dikategorikan sebagai topik terkait masyarakat lokal. Strategi Perseroan dalam memitigasi risiko terkait masyarakat lokal yaitu dengan mengadakan sosialisasi dan *workshop* terkait perhitungan program TJSL dengan menggunakan pendekatan SROI guna memastikan efektivitas dan dampak nyata program bagi masyarakat. Selain itu, Perseroan secara rutin menyelenggarakan pertemuan dan diskusi dengan pemangku kepentingan kunci pada berbagai tingkatan, serta melaksanakan program CSR di wilayah sekitar jalan tol untuk memperkuat hubungan dengan masyarakat, meningkatkan pemberdayaan ekonomi lokal, dan meminimalkan potensi konflik sosial.

## Local Community Strategy

The potential for not achieving ESG standards expected by stakeholders and rating agencies is a risk that arises from community dissatisfaction with the social impacts of infrastructure development, such as evictions or disturbances to the surrounding environment. Lack of initiatives for local community empowerment or involvement in infrastructure development. Therefore, this risk is categorized as a topic related to local communities. The Company's strategy in mitigating risks related to local communities is to hold socialization and workshops related to the calculation of the TJSL program using the SROI approach to ensure the effectiveness and real impact of the program on the community. In addition, the Company regularly holds meetings and discussions with key stakeholders at various levels, as well as implementing CSR programs in areas around toll roads to strengthen relationships with the community, increase local economic empowerment, and minimize the potential for social conflict.

Dalam pelaksanaan program TJSL, Perseroan mempertimbangkan *trade-offs* antara alokasi anggaran untuk program sosial dan lingkungan dengan manfaat jangka panjang bagi masyarakat dan reputasi perusahaan. Misalnya, investasi pada pelatihan masyarakat lokal, pengembangan UMKM, dan program kesehatan dapat meningkatkan biaya dan sumber daya yang dibutuhkan, tetapi memberikan peluang untuk meningkatkan kesejahteraan masyarakat, memperkuat hubungan dengan pemangku kepentingan, serta mendukung pertumbuhan sosial dan ekonomi yang berkelanjutan di wilayah operasional Perseroan.

In implementing its CSR program, the Company considers trade-offs between budget allocation for social and environmental programs and long-term benefits for the community and the company's reputation. For example, investments in local community training, MSME development, and health programs may increase costs and resource requirements, but provide opportunities to improve community well-being, strengthen stakeholder relationships, and support sustainable social and economic growth in the Company's operational areas.

# Policy Commitment [GRI 2-23, GRI 2-24]

## Policy Commitment

Perseroan memiliki komitmen untuk mematuhi seluruh ketentuan peraturan, baik nasional maupun internasional, yang relevan dengan kegiatan usahanya. Dalam menjalankan operasional bisnis, Perseroan mengacu pada berbagai standar internasional, antara lain United Nations (UN) Guiding Principles on Business and Human Rights serta Konvensi Inti International Labour Organization (ILO), yang meliputi:

1. Konvensi ILO No. 29 Tentang Penghapusan Kerja Paksa
2. Konvensi ILO No. 87 Tentang Kebebasan Berserikat dan Perlindungan Hak Untuk Berorganisasi
3. Konvensi ILO No. 98 Tentang Hak Berorganisasi dan Melakukan Perundingan Bersama
4. Konvensi ILO No. 100 Tentang Pemberian Upah Yang Sama Bagi Para Pekerja Pria dan Wanita
5. Konvensi ILO No. 105 Tentang Penghapusan Semua Bentuk Kerja Paksa
6. Konvensi ILO No. 111 Tentang Diskriminasi Dalam Pekerjaan dan Jabatan
7. Konvensi ILO No. 138 Tentang Usia Minimum Untuk Diperbolehkan Bekerja
8. Konvensi ILO No. 169 Tentang Masyarakat Hukum Adat
9. Konvensi ILO No. 182 Tentang Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk Untuk Anak
10. Konvensi ILO No. 190 Tentang Kekerasan dan Pelecehan di Dunia Kerja

Selanjutnya, Perseroan juga senantiasa mematuhi berbagai aturan perundang-undangan nasional di antaranya:

1. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja;
2. Undang-Undang Nomor 8 Tahun 1995 tentang Pasar Modal sebagaimana diubah terakhir dengan Undang-Undang Nomor 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan;
3. Undang-Undang Nomor 8 Tahun 1999 tentang Perlindungan Konsumen;
4. Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi sebagaimana telah diubah dengan Undang-Undang Nomor 20 Tahun 2001 tentang Perubahan atas Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi ;
5. Undang-Undang Nomor 13 tahun 2003 tentang Ketenagakerjaan sebagaimana diubah terakhir dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;

Jasa Marga is committed to upholding compliance with applicable national and international regulations that govern its business operations. The international regulations that form the basis for the Company in carrying out its business activities include the United Nations (UN) Guiding Principles on Business and Human Rights and the Core Conventions of the International Labour Organization (ILO), which includes:

1. ILO Convention No. 29 on the Abolition of Forced Labor
2. ILO Convention No. 87 on Freedom of Association and Protection of the Right to Organize
3. ILO Convention No. 98 on the Right to Organize and to Bargain Collectively
4. ILO Convention No. 100 on Equal Remuneration for Male and Female Workers
5. ILO Convention No. 105 on the Elimination of All Forms of Forced Labor
6. ILO Convention No. 111 on Discrimination in Respect of Employment and Occupation
7. ILO Convention No. 138 on Minimum Age for Admission to Employment
8. ILO Convention No. 169 on Indigenous and Tribal Communities
9. ILO Convention No. 182 On the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour
10. ILO Convention No. 190 Concerning Violence and Harassment in the World of Work

Furthermore, the Company also always complies with various national laws and regulations, including:

1. Law no. 1 of 1970 concerning Work Safety;
2. Law Number 8 of 1995 concerning Capital Markets as last amended by Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector;
3. Law Number 8 of 1999 concerning Consumer Protection;
4. Law Number 31 of 1999 concerning the Eradication of Criminal Acts of Corruption as amended by Law Number 20 of 2001 concerning Amendments to Law Number 31 of 1999 concerning the Eradication of Criminal Acts of Corruption;
5. Law Number 13 of 2003 concerning Manpower as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;

6. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana diubah terakhir dengan Undang-Undang Nomor 16 Tahun 2025 tentang Perubahan Keempat Atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
7. Undang-Undang Nomor 38 Tahun 2004 tentang Jalan sebagaimana diubah terakhir dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
8. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana diubah terakhir dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
9. Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik sebagaimana diubah dengan Undang-Undang Nomor 1 Tahun 2024 tentang Perubahan Kedua atas Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik;
10. Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik;
11. Undang-Undang Nomor 22 Tahun 2009 tentang Lalu Lintas dan Angkutan Jalan sebagaimana diubah terakhir dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
12. Undang-Undang Nomor 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang;
13. Undang-Undang Nomor 2 Tahun 2012 tentang Pengadaan Tanah Bagi Pembangunan untuk Kepentingan Umum sebagaimana diubah dengan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
14. Peraturan Pemerintah Nomor 43 Tahun 2005 tentang Penggabungan, Peleburan, Pengambilalihan, dan Perubahan Bentuk Badan Hukum Badan Usaha Milik Negara;
15. Peraturan Pemerintah Nomor 44 Tahun 2005 tentang Tata Cara Penyertaan dan Penatausahaan Modal Negara pada Badan Usaha Milik Negara dan Perusahaan Terbatas sebagaimana diubah dengan Peraturan Pemerintah Nomor 72 Tahun 2016 tentang Perubahan Atas Peraturan Pemerintah Nomor 44 Tahun 2005 tentang Tata Cara Penyertaan dan Penatausahaan Modal Negara pada Badan Usaha Milik Negara dan Perseroan Terbatas;
16. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara sebagaimana diubah dengan Peraturan Pemerintah Nomor 23 Tahun 2022 tentang Perubahan Atas Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;

6. Law Number 19 of 2003 concerning State-Owned Enterprises as last amended by Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises;
7. Law Number 38 of 2004 concerning Roads as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
8. Law Number 40 of 2007 concerning Limited Liability Companies as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
9. Law Number 11 of 2008 concerning Electronic Information and Transactions as amended by Law Number 1 of 2024 concerning the Second Amendment to Law Number 11 of 2008 concerning Electronic Information and Transactions;
10. Law Number 14 of 2008 concerning Public Information Disclosure;
11. Law Number 22 of 2009 concerning Traffic and Road Transportation as last amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
12. Law Number 8 of 2010 concerning the Prevention and Eradication of the Crime of Money Laundering;
13. Law Number 2 of 2012 concerning Land Acquisition for Development in the Public Interest as amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
14. Government Regulation Number 43 of 2005 concerning Mergers, Amalgamations, Acquisitions and Changes in the Legal Form of State-Owned Enterprises;
15. Government Regulation Number 44 of 2005 concerning Procedures for Participation and Administration of State Capital in State-Owned Enterprises and Limited Liability Companies as amended by Government Regulation Number 72 of 2016 concerning Amendments to Government Regulation Number 44 of 2005 concerning Procedures for Participation and Administration of State Capital in State-Owned Enterprises and Limited Liability Companies;
16. Government Regulation Number 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises as amended by Government Regulation Number 23 of 2022 concerning Amendments to Government Regulation Number 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;

17. Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)
18. Peraturan Pemerintah Nomor 23 Tahun 2024 tentang Jalan Tol;
19. Peraturan Presiden Nomor 66 Tahun 2020 tentang Pendanaan Pengadaan Tanah bagi Pembangunan untuk Kepentingan Umum dalam Rangka Pelaksanaan Proyek Strategis Nasional;
20. Peraturan Menteri Pekerjaan Umum dan Perumahan Rakyat Nomor 16/PRT/M/2014 Tahun 2014 tentang Standar Pelayanan Minimal Jalan Tol;
21. Peraturan Menteri Tenaga Kerja No. PER.04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja Serta Tata Cara Penunjukan Ahli Keselamatan Kerja

17. Government Regulation No. 50 of 2012 concerning the Implementation of the Occupational Safety and Health Management System (SMK3)
18. Government Regulation Number 23 of 2024 concerning Toll Roads;
19. Presidential Regulation Number 66 of 2020 concerning Funding for Land Acquisition for Development in the Public Interest in the Context of Implementing National Strategic Projects;
20. Regulation of the Minister of Public Works and Public Housing Number 16/PRT/M/2014 of 2014 concerning Minimum Service Standards for Toll Roads;
21. Minister of Manpower Regulation No. PER.04/MEN/1987 concerning the Occupational Safety and Health Advisory Committee and Procedures for Appointing Occupational Safety Experts

Perseroan juga memastikan bahwa proses bisnisnya telah mengacu pada standar internasional yang meliputi:

1. ISO 9001:2015 *Quality Management System*
2. ISO 45001:2018 *Occupational Health & Safety Management System*
3. ISO 14001:2015 *Environmental Management System*
4. ISO 37001:2016 *Anti-Bribery Management System*
5. ISO 31000:2018 *Risk Management*
6. ISO 27001:2022 *Information Security Management System*

The Company also ensures that its business processes have referred to international standards including:

1. ISO 9001:2015 Quality Management System
2. ISO 45001:2018 Occupational Health & Safety Management System
3. ISO 14001:2015 Environmental Management System
4. ISO 37001:2016 Anti-Bribery Management System
5. ISO 31000:2018 Risk Management
6. ISO 27001:2022 Information Security Management System

Berbagai aturan tersebut kemudian diadopsi oleh Perseroan ke dalam kebijakan internal Perseroan. Berbagai kebijakan internal yang dimiliki telah dilengkapi dengan pelaksanaan uji tuntas yang bertujuan agar setiap keputusan bisnis yang diambil tidak menimbulkan dampak negatif baik dampak aktual maupun potensial terhadap lingkungan dan sosial. adapun kebijakan internal dan uji tuntas yang dimiliki Perseroan, sebagai berikut.

These international and national regulations have been internalized by the Company through the development of internal policies. Various internal policies that are owned have been equipped with the implementation of in-depth test which aims to ensure that every business decision taken does not cause negative impacts, either actual or potential impacts on the environment and society. The Company's internal policies and in-depth test are as follows.

| **Kebijakan**<br>Policy | **Uji Tuntas**<br>In-depth test | **Penanggungjawab**<br>Person In Charge (PIC) |
|---|---|---|
| Pedoman Manajemen Risiko terkait Finansial<br>Financial Risk Management Guidelines | ISO 31000:2018 *Risk Management* | Risk and Quality, Health, Safety & Environment Group |
| Pedoman Benturan Kepentingan<br>Conflict of Interest Guidelines | ISO 37001:2016 *Anti-Bribery Management System, Evaluasi Berkala dan Assessment* ESG<br>ISO 37001:2016 Anti-Bribery Management System, Periodic Evaluation and ESG Assessment | Human Capital Development Group, Procurement & Fixed Asset Group, Legal and Compliance Group |
| Kebijakan dan Pedoman Manajemen Risiko Terintegrasi<br>Integrated Risk Management Policy and Guidelines | ISO 31000:2018 *Risk Management* | Risk and Quality, Health, Safety & Environment Group |
| Pedoman Tata Kelola Perusahaan<br>Company's Governance Guideline | Evaluasi Berkala dan *Assessment* ESG<br>Periodic Evaluation and ESG Assessment | Legal and Compliance Group |

| **Kebijakan**<br>Policy | **Uji Tuntas**<br>In-depth test | **Penanggungjawab**<br>Person In Charge (PIC) |
|---|---|---|
| *Whistleblowing System* | Evaluasi Berkala dan *Assessment* ESG<br>Periodic Evaluation and ESG Assessment | Internal Audit Group, Legal and Compliance Group, Human Capital Services Group, Corporate Secretary & Chief Administration Officer, Risk and Quality, Health, Safety & Environment Group |
| Pedoman Penanganan Gratifikasi<br>Handling Gratifications Guideline | Evaluasi Berkala dan *Assessment* ESG<br>Periodic Evaluation and ESG Assessment | Corporate Secretary & Chief Administration Office, Legal and Compliance Group |
| Kebijakan Anti Penyuapan<br>Anti-Bribery Policy | ISO 37001:2016 *Anti-Bribery Management System, Assessment ESG* | Legal and Compliance Group |
| Pedoman Perilaku<br>Code of Conduct | Evaluasi Berkala<br>Periodic Evaluation | Strategic Transformation Group, Human Capital Services Group, Legal and Compliance Group |
| Board Manual<br>Manual Board | Evaluasi Berkala dan Assessment ESG<br>Periodic Evaluation and ESG Assessment | Direksi, Dewan Komisaris, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group<br>Directors, Board of Commissioners, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group |
| Kebijakan Bidang Mutu, Keselamatan dan Kesehatan Kerja dan Lingkungan<br>Policy on Quality, Occupational Health and Safety, and Environment | ISO 45001:2018 *Occupational Health & Safety Management System, ISO 14001:2015 Environmental Management System, Assessment ESG* | Direksi, Dewan Komisaris, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group, Internal Audit Group, Risk and Quality, Health, Safety & Environment Group, Human Capital Development Group, Concession Business Planning Group, Business Development Group, Corporate Planning & Portfolio Management Group<br>Directors, Board of Commissioners, Corporate Secretary & Chief Administration Officer, Legal and Compliance Group, Internal Audit Group, Risk and Quality, Health, Safety & Environment Group, Human Capital Development Group, Concession Business Planning Group, Business Development Group, Corporate Planning & Portfolio Management Group |
| Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*)<br>Respectful Workplace Policy | Evaluasi Berkala dan *Assessment* ESG<br>Periodic Evaluation and ESG Assessment | Risk and Quality, Health, Safety & Environment Group, Human Capital Development Group |
| Pedoman Pengelolaan dan Penyampaian Informasi Perusahaan<br>Guidelines for Company Information Management and Delivery. | Evaluasi Berkala<br>Periodic Evaluation | Corporate Secretary & Chief Administration Officer |
| Kebijakan Hak Asasi Manusia<br>Human Rights Policy | Evaluasi atas pengaduan yang masuk yang terkait dengan HAM<br>Evaluation of incoming complaints related to human rights | Human Capital Services Group |

Selain melaksanakan uji tuntas, Perseroan juga secara konsisten menerapkan prinsip kehati-hatian sebagai bentuk komitmen untuk mengambil langkah preventif dalam mencegah serta mengurangi potensi dampak negatif terhadap lingkungan dan masyarakat. Penerapan prinsip ini tercermin dalam Kebijakan Bidang Mutu, Keselamatan dan Kesehatan Kerja, serta Lingkungan yang disahkan oleh Direktur Utama melalui Surat Keputusan Direksi Nomor 94/KPTS/2020 tentang Kebijakan Mutu, K3, dan Lingkungan di PT Jasa Marga (Persero) Tbk. Melalui kebijakan tersebut, Perseroan menegaskan komitmennya untuk terus meningkatkan pengoperasian jalan tol yang aman, nyaman, dan lancar sesuai kebutuhan para pemangku kepentingan, sekaligus menerapkan Sistem Manajemen Mutu, Keselamatan dan Kesehatan Kerja, dan Lingkungan secara efektif.

Khususnya terkait penegakkan hak asasi manusia, Perseroan telah memiliki *Respectful Workplace Policy* yang tertuang dalam Surat Keputusan Direksi Nomor: 106/KPTS/2022 tentang Kebijakan Berprilaku Saling Menghargai di Tempat Kerja

In addition to conducting due diligence, the Company also consistently applies the precautionary principle as a form of commitment to take preventive measures in preventing and reducing potential negative impacts on the environment and society. The implementation of this principle is reflected in the Policy on Quality, Occupational Safety and Health, and the Environment which was ratified by the President Director through the Decree of the Board of Directors Number 94/KPTS/2020 concerning the Quality, K3, and Environment Policy at PT Jasa Marga (Persero) Tbk. Through this policy, the Company affirms its commitment to continuously improve the safe, comfortable, and smooth operation of toll roads according to the needs of stakeholders, while simultaneously implementing the Quality, Occupational Safety and Health, and Environment Management System effectively.

Specifically with regard to the enforcement of human rights, the Company has established a Respectful Workplace Policy as stipulated in the Board of Directors Decree No. 106/KPTS/2022 concerning the Respectful Workplace Policy and Board of

(*Respectful Workplace Policy*) dan Surat Keputusan Direksi Nomor: 82/KPTS/2025 tentang Kebijakan Hak Asasi Manusia (HAM) di Lingkungan PT Jasa Marga (Persero) Tbk. Melalui kebijakan ini, Perseroan juga memberikan kesempatan yang sama kepada seluruh karyawan Perseroan dalam menduduki seluruh tingkat jabatan di Perseroan terlepas dari karakteristik individu masing-masing karyawan baik latar belakang etnis, ras, kebangsaan, warna kulit, usia, agama, jenis kelamin, disabilitas, sudut pandang maupun karakteristik individu lainnya. Di dalam RWP, terdapat layanan *Roadster Assertiveness Counseling Program* (Rosela) yang dirancang sebagai sarana konseling untuk membantu Roadster Jasa Marga dalam menentukan cara yang lebih efektif dan konstruktif dalam menangani permasalahan baik di lingkungan kerja maupun kehidupan pribadi. Program ini merupakan bentuk komitmen Perusahaan dalam mengimplementasikan RWP yang selaras dengan Komitmen BP BUMN dalam memastikan terwujudnya lingkungan kerja yang aman, nyaman, saling menghormati dan menghargai, serta tentunya bebas dari diskriminasi, pelecehan dan segala bentuk kekerasan.

Directors Decree No. 82/KPTS/2025 concerning the Human Rights Policy within PT Jasa Marga (Persero) Tbk; through these policies, the Company ensures equal opportunities for all employees to occupy positions at all levels within the organization, regardless of individual characteristics such as ethnicity, race, nationality, skin color, age, religion, gender, disability, perspectives, or other personal attributes. Within the Respectful Workplace Policy, the Company has also introduced the Roadster Assertiveness Counseling Program (Rosela), designed as a counseling platform to assist Jasa Marga Roadsters in adopting more effective and constructive approaches to addressing challenges, both in the workplace and in their personal lives; this program reflects the Company's commitment to implementing the Respectful Workplace Policy in alignment with the Ministry of State-Owned Enterprises' commitment to fostering a work environment that is safe, comfortable, respectful, and free from discrimination, harassment, and all forms of violence.

Selanjutnya pada Kebijakan HAM, Perseroan berkomitmen untuk mendukung perlindungan dan penghormatan atas HAM dalam setiap aspek bisnis Perusahaan. Untuk memastikan tercapainya hal tersebut, Perusahaan secara aktif mengimplementasi serangkaian upaya dan tindakan, yaitu sebagai berikut:

1. Menetapkan Kebijakan HAM komprehensif yang meliputi perlindungan hak Karyawan, pengguna jalan, mitra kerja, dan masyarakat sekitar, sebagai bentuk upaya menghormati HAM secara strategis, efektif, dan efisien.
2. Menciptakan lingkungan kerja yang aman, sehat, dan bebas diskriminasi bagi karyawan melalui pemenuhan hak, perlindungan kesehatan dan keselamatan kerja, jaminan sosial, serta peluang pengembangan karir yang setara tanpa memandang jenis kelamin, suku, agama, usia, atau disabilitas.
3. Menjamin penghormatan HAM dalam seluruh operasional dan layanan melalui pelaksanaan konsultasi publik, pengelolaan dampak sosial proyek jalan tol, menghormati hak masyarakat, serta berperan dalam pemberdayaan komunitas.
4. Mengintegrasikan prinsip-prinsip HAM dalam kerja sama dengan mitra kerja sehingga mendorong kepatuhan terhadap standar HAM serta melakukan pengawasan berkelanjutan.
5. Mendorong kesejahteraan HAM masyarakat di lingkungan sekitar melalui inisiatif yang berkontribusi pada peningkatan kualitas hidup dan pemenuhan hak sosial ekonomi masyarakat.
6. Menyediakan sistem pengaduan yang aman dan dapat diakses untuk semua pemangku kepentingan, untuk dapat ditindaklanjuti secara adil dan transparan, serta melakukan remediasi dan pencegahan pelanggaran.

Furthermore, under the Human Rights Policy, the Company is committed to supporting the protection and respect of human rights in every aspect of its business. To ensure this is achieved, the Company actively implements a series of efforts and actions, as follows:

1. Establishing a comprehensive Human Rights Policy that includes protecting the rights of employees, road users, work partners, and the surrounding community, as a form of effort to respect human rights strategically, effectively, and efficiently.
2. Creating a safe, healthy, and discrimination-free work environment for employees by fulfilling rights, protecting occupational health and safety, social security, and equal career development opportunities regardless of gender, ethnicity, religion, age, or disability.
3. Ensuring respect for human rights in all operations and services through public consultation, managing the social impacts of toll road projects, respecting community rights, and playing a role in community empowerment.
4. Integrating human rights principles into collaboration with partners to encourage compliance with human rights standards and conducting ongoing monitoring.
5. Promoting the human rights welfare of communities in the surrounding environment through initiatives that contribute to improving the quality of life and fulfilling the socio-economic rights of the community.
6. Providing a safe and accessible complaint system for all stakeholders, to be followed up fairly and transparently, and to carry out remediation and prevention of violations.

Komitmen Perusahaan mencakup penyebarluasan kebijakan ini kepada seluruh Karyawan dan pihak-pihak yang berkepentingan. Setiap anggota Direksi dan seluruh Karyawan memiliki tanggung jawab untuk mematuhi ketentuan dalam kebijakan ini. Atas komitmen yang dilakukan oleh Jasa Marga, sepanjang tahun 2025 tidak terdapat kasus pelanggaran HAM di seluruh lokasi operasional Jasa Marga .

The Company's commitment includes disseminating this policy to all employees and stakeholders. Each member of the Board of Directors and all employees are responsible for complying with the provisions of this policy. Based on the commitment made by Jasa Marga, throughout 2025 there were no cases of human rights violations at all Jasa Marga operating areas.

Kebijakan yang dimiliki oleh Perseroan telah disahkan oleh Direksi dan berlaku untuk seluruh tingkatan level organisasi, mitra kerja dan pemangku kepentingan lainnya. Seluruh kebijakan tersebut telah dikomunikasikan kepada para pemangku kepentingan melalui situs resmi Perseroan, yaitu jasamarga.com. Adapun penyampaian kebijakan kepada mitra kerja dilakukan melalui dokumen perjanjian kerja, pakta integritas, serta forum pertemuan dengan mitra kerja. Untuk kebijakan yang bersifat internal, sosialisasi dilakukan kepada seluruh karyawan melalui Nota Dinas, program pembelajaran karyawan seperti JM Talk, serta dapat diakses melalui portal Human Capital (JM-Click) maupun portal dokumentasi hukum Perusahaan (JDIH). Di samping itu, sosialisasi kebijakan juga dilakukan melalui program Ngobrol Santai Human Capital (NGOBRAS HC). NGOBRAS HC adalah sebuah program berbincang dengan para Pengelola Human Capital membahas dan diskusi bersama terkait kebijakan HC, *brainstorming* perkembangan HC terkini dan *success story*, serta *collaborating* mempersiapkan HC untuk kebutuhan bisnis saat ini dan menjawab tantangan ke depan dengan pemikiran yang inovatif, dikemas ringan dan sederhana. Selanjutnya, untuk kebijakan yang tidak dipublikasikan melalui website Perseroan dikarenakan lingkupnya yang bersifat internal.

The Company's policies have been approved by the Board of Directors and apply to all levels of the organization, partners, and other stakeholders. All policies have been communicated to stakeholders through the Company's official website, jasamarga.com. The delivery of policies to partners is carried out through work agreement documents, integrity pacts, and meeting forums with partners. For internal policies, socialization is carried out to all employees through Official Memos, employee learning programs such as JM Talk, and can be accessed through the Human Capital portal (JM-Click) and the Company's legal documentation portal (JDIH). In addition, policy socialization is also carried out through the Human Capital Casual Chat (NGOBRAS HC) program. NGOBRAS HC is a chat program with Human Capital Managers to discuss and discuss HC policies together, brainstorming the latest HC developments and success stories, and collaborating to prepare HC for current business needs and answer future challenges with innovative thinking, packaged lightly and simply. Furthermore, for policies that are not published through the Company's website due to their internal scope.

Kebijakan internal Perseroan selanjutnya dijabarkan ke dalam Standar Operasional Prosedur (SOP) yang terintegrasi dengan strategi Perseroan dan menjadi acuan bagi karyawan dalam menjalankan kegiatan operasional. Guna memastikan implementasi kebijakan internal berjalan secara optimal, Perseroan juga menyelenggarakan pelatihan bagi karyawan melalui Program Learning and Development, sebagaimana diuraikan pada bagian Pelatihan dan Pengembangan Kompetensi dalam Laporan Keberlanjutan ini.

The Company's internal policies are further elaborated into Standard Operating Procedures (SOPs), which are integrated with the Company's strategy and serve as a reference for employees in carrying out operational activities. To ensure optimal implementation of internal policies, the Company also provides employee training through the Learning and Development Program, as described in the Training and Competency Development section of this Sustainability Report.

## Proses untuk Memulihkan Dampak Negatif [GRI 2-25]

### Process to Recover the Negative Impact

Dalam menjalankan aktivitas bisnisnya, Perseroan senantiasa berupaya untuk memberikan dampak positif kepada seluruh pemangku kepentingannya. Namun demikian, aktivitas bisnis Perseroan tidak terlepas dari adanya dampak negatif terkait keselamatan pengguna jalan tol. Oleh karenanya, Perseroan

In carrying out its business activities, the Company continuously strives to deliver positive impacts to all stakeholders. However, the Company's business activities are not free from negative impacts related to the safety of toll road users. Therefore, the Company strictly and systematically

secara ketat dan terstruktur membuat perencanaan jalan tol dengan tingkat keselamatan sebagai prioritas utama. Di samping itu, Perseroan senantiasa melakukan evaluasi secara berkala sebagai langkah utama menciptakan keselamatan dan kenyamanan pengguna jalan tol di Tanah Air. Selain itu, aktivitas bisnis Perseroan tidak terlepas dari timbulnya dampak negatif berupa adanya terjadinya kecelakaan kerja yang melibatkan insan jasa marga dan kecelakaan pelanggan di jalan tol yang dikelola oleh Jasa Marga. Upaya mitigasi yang dilakukan yaitu dengan menerapkan HIRADC (*Hazard Identification, Risk Assessment, and Determining Control*) di setiap unit kerja sebagai langkah strategis untuk mengidentifikasi bahaya, menilai risiko, dan menentukan langkah pengendalian guna mencegah serta memitigasi dampak keselamatan dan kesehatan kerja yang signifikan.

develops toll road planning with safety as the top priority. In addition, the Company consistently conducts periodic evaluations as a key measure to ensure the safety and comfort of toll road users across the country. Furthermore, the Company's business activities are also associated with negative impacts, including occupational accidents involving Jasa Marga personnel and customer accidents on toll roads operated by Jasa Marga. Mitigation efforts are carried out by implementing HIRADC (Hazard Identification, Risk Assessment, and Determining Control) in each work unit as a strategic measure to identify hazards, assess risks, and determine control measures in order to prevent and mitigate significant occupational health and safety impacts.

Dampak negatif yang timbul telah dikelola oleh Perseroan dengan menyiapkan kanal informasi untuk menerima permohonan/permintaan darurat di jalan tol menggunakan beberapa kanal, di antaranya *Call Center* 14080, aplikasi Travoy (Fitur Derek Online) serta WhatsApp Chatbot yang dapat diakses dari aplikasi Travoy. Permintaan tersebut kemudian akan ditindaklanjuti oleh petugas di *Command Center* dan diteruskan kepada petugas di lapangan untuk dilakukan penanganan. Kolaborasi ini melibatkan beberapa pihak, yaitu tim *Command Center* (PT JMTO), tim *Mobile Customer Service* (MCS) (PT JMTO) dan tentunya Badan Usaha Jalan Tol (BUJT).

The negative impacts that arise have been managed by the Company through the provision of information channels to receive emergency requests on toll roads using several platforms, including the 14080 Call Center, the Travoy application (Online Towing Feature), and a WhatsApp Chatbot accessible via the Travoy application. These requests are subsequently followed up by officers at the Command Center and forwarded to field officers for handling. This collaboration involves several parties, namely the Command Center team (PT JMTO), the Mobile Customer Service (MCS) team (PT JMTO), and the Toll Road Business Entities (BUJT).

Proses bisnis Perseroan di bidang infrastruktur konstruksi jalan tol juga menimbulkan dampak negatif seperti polusi debu, polusi udara dan banjir di area sekitar. Di beberapa ruas jalan tol Jasa Marga melewati daerah konservasi yang dapat berimbas negatif terhadap ekosistem yang dilindungi. Upaya remediasi yang dilakukan Perseroan yaitu pembuatan polder dan kolam tampungan, pemasangan mesin-mesin pompa, pengerukan dan perbaikan saluran pembangunan jaringan drainase, penanaman pohon di sisi ruas jalan tol. Dalam proses bisnis konstruksi jalan tol, Perseroan senantiasa mempertimbangkan aspek pembangunan lingkungan yaitu konsumsi dan produksi yang berkelanjutan dengan kesadaran terhadap pembangunan berkelanjutan.

In addition, the Company's business processes in toll road infrastructure construction also generate negative impacts such as dust pollution, air pollution, and flooding in surrounding areas. In several toll road sections, Jasa Marga passes through conservation areas that can have a negative impact on protected ecosystems. Remediation efforts carried out by the Company include the construction of polders and reservoirs, installation of pumping machines, dredging and repairing drainage network construction channels, planting trees on the side of the toll road sections. Throughout its construction processes, the Company consistently considers environmental development aspects, promoting sustainable consumption and production in support of long-term sustainability.

Potensi dampak negatif selanjutnya yaitu terkait dengan banyaknya limbah di lokasi rest area 88B Purbaleunyi jika tidak dikelola dengan baik. Perseroan bekerjasama dengan masyarakat Desa Sukatani dalam pengelolaan sampah organik menjadi budidaya maggot dan mengelola limbah menjadi kompos. Upaya Perseroan dalam memitigasi dampak tersebut yaitu dengan melakukan pengelolaan sampah di lokasi rest area dengan alur sebagai berikut.

Another potential negative impact relates to the large volume of waste generated at Rest Area 88B Purbaleunyi if not properly managed. The Company collaborates with the Sukatani Village community in managing organic waste into maggot cultivation and processing waste into compost. The Company's efforts to mitigate these impacts are carried out through waste management at the rest area with the following flow.

**Pemilihan Sampah Anorganik**
Inorganic Waste Segregation

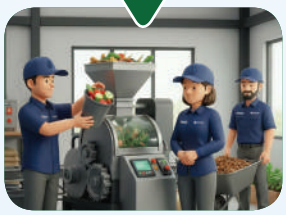
**Pemilihan Sampah Organik**
Organic Waste Segregation

**Pencacahan Sampah Anorganik**
Inorganic Waste Shredding

**Pencacahan Sampah Organik**
Organic Waste Shredding

**Pengelolaan Sampah Anorganik di Waste Recycling Station**
Inorganic Waste Management in the Waste Recycling Station

**Residu Pengelolaan Sampah Akan Diangkut ke TPA**
Residual Waste from the Waste Management Process will be Transported to Landfill



**Pengelolaan Sampah Organik dengan Mesin Komposer di Rumah Kompos 88B**
Organic Waste Management Using a Composter Machine at Compost House 88B

**Produksi Papan Plastik**
Plastic Board Production

**TPA**
Landfill

**Produksi Pupuk dari Hasil Komposter**
Fertilizer Production from Composting Output

Melalui pengeloaan sampah di rest area 88b, Perseroan turut memberikan dampak positif bagi masyarakat, pelaku usaha/tenant, dan pengelola rest area. Program ini menghadirkan beberapa perubahan yang cukup signifikan. Pertama, pengolahan sampah ini menghasilkan produk berkualitas yang dapat dipergunakan kembali berupa produk kompos dan POC, yang nantinya juga akan direncanakan untuk dapat dijual secara komersil. Selain itu, penggunaan mesin komposter meningkatkan efisiensi waktu yang digunakan dan kualitas pupuk yang dihasilkan dibandingkan dengan metode konvensional yang cenderung memakan waktu penguraian bahan organik lebih lama. Program ini juga menghasilkan efisiensi biaya pengangkutan sampah yang dicapai melalui pengolahan 60 kg sisa sampah organik (yang tidak dibuang ke TPA) menjadi 46 kg pupuk kompos dan 10 liter POC untuk dimanfaatkan dan nantinya diperjual belikan per bulannya.

Program ini senantiasa dievaluasi dan dipantau secara berkala oleh pengelola rest area, yaitu PT Jasa Marga Related Business. Hasil evaluasi digunakan sebagai dasar untuk perbaikan berkelanjutan dalam pengelolaan sampah. Pemantauan timbulan sampah dilakukan setiap hari dan direkapitulasi setiap bulan. Monitoring dan evaluasi termasuk kinerja mesin komposter, kualitas kompos yang dihasilkan dan efisiensi proses. Selama operasionalnya, volume sampah yang masuk tercatat rata-rata 16.000 kg per bulan, dengan peningkatan signifikan pada periode libur nasional.

Perseroan juga menyadari bahwa pembangunan jalan tol berpotensi menimbulkan dampak pemutusan konektivitas antar wilayah terdekat. Untuk merespons hal ini, upaya remediasi secara berkelanjutan dilakukan melalui pembangunan dan pemeliharaan fasilitas penyeberangan, meliputi Jembatan Penyeberangan Orang (JPO) dan jembatan yang dapat dilalui kendaraan. Fasilitas ini bertujuan utama untuk memulihkan aksesibilitas masyarakat, meningkatkan keselamatan penyeberangan, serta menjaga keberlanjutan roda perekonomian lokal.

Hingga 31 Desember 2025, Jasa Marga telah memelihara total 68 JPO dan 143 jembatan penyeberangan di seluruh ruas tol operasional.

Untuk meminimalkan dan menangani dampak negatif operasional serta memastikan kualitas layanan, Perseroan mengoperasikan Jasa Marga Tollroad Command Center (JMTC), sebagai pusat koordinasi informasi dan komunikasi, yang melayani masyarakat melalui One Call Center 14080 di seluruh Ruas Jalan Tol. Kanal informasi digital modern lain yang tersedia adalah aplikasi Travoy (dengan fitur Derek Online) dan WhatsApp Chatbot. Mekanisme penanganan pengaduan ini dirancang, ditinjau, dilaksanakan, dan ditingkatkan kualitasnya melalui kolaborasi antara Divisi Operation & Maintenance Management, Divisi Information Technology, Direktorat IT, dan Direktorat Operasi pada Anak Perusahaan Pelayanan Jalan Tol Bidang Operasi (PT JMTO).

Through waste management at Rest Area 88B, the Company has also delivered positive impacts for the community, business actors/tenants, and rest area management. This program has introduced several significant improvements. First, this waste processing initiative produces quality products that can be reused in the form of compost and liquid organic fertilizer (POC), which are also planned to be commercialized in the future. In addition, the use of a composter machine enhances time efficiency and improves the quality of the fertilizer produced compared to conventional methods, which generally require a longer decomposition process for organic materials. The program also generates cost efficiency in waste transportation, achieved through the processing of 60 kg of organic waste (which is not disposed of in landfills) into 46 kg of compost and 10 liters of liquid organic fertilizer (POC) per month for utilization and future commercialization.

This program is regularly evaluated and monitored by the rest area operator, PT Jasa Marga Related Business. The evaluation results serve as the basis for continuous improvement in waste management. Waste generation is monitored daily and recapitulated on a monthly basis. Monitoring and evaluation cover the performance of the composter machine, the quality of the compost produced, and process efficiency. During its operation, the volume of incoming waste has been recorded at an average of 16,000 kg per month, with a significant increase during national holiday periods.

The Company also recognizes that toll road development has the potential to disrupt connectivity between nearby areas. In response, continuous remediation efforts are carried out through the construction and maintenance of crossing facilities, including pedestrian bridges (JPO) and bridges accessible to vehicles. These facilities primarily aim to restore community accessibility, enhance crossing safety, and sustain the continuity of local economic activities.

Hingga 31 Desember 2025, Jasa Marga telah memelihara total 68 JPO dan 143 jembatan penyeberangan di seluruh ruas tol operasional.

To minimize and address the negative impacts of operations while ensuring service quality, the Company operates the Jasa Marga Tollroad Command Center (JMTC) as a coordination center for information and communication, serving the public through the One Call Center 14080 across all toll road sections. Other modern digital information channels available include the Travoy application (with the Online Towing feature) and a WhatsApp Chatbot. This complaint handling mechanism is designed, reviewed, implemented, and continuously improved through collaboration among the Operation & Maintenance Management Division, the Information Technology Division, the IT Directorate, and the Operations Directorate of the toll road service subsidiary in the operations sector (PT JMTO).

Penanganan pengaduan diklasifikasikan menjadi 5 (lima) kategori Suara Pelanggan: Permintaan Bantuan, Permintaan Informasi, Pengaduan/Keluhan, Memberi Informasi, dan Saran. Kinerja penanganan dievaluasi secara berkala melalui rekapitulasi ke setiap ruas tol untuk mengidentifikasi area perbaikan. Untuk mengevaluasi efektivitas mekanisme pengaduan, Perseroan secara berkala melakukan survei kepuasan pengguna jalan tol dan pelanggan layanan Jasa Marga. Survei ini bertujuan untuk mengukur tingkat kepuasan pengguna terhadap kualitas layanan, termasuk kepuasan layanan transaksi, layanan lalu lintas, layanan konstruksi, kepuasan tempat istirahat, dan kepuasan layanan informasi publik. Hasil survei digunakan sebagai masukan untuk meningkatkan proses layanan, memperbaiki sistem pengaduan, dan memastikan mekanisme pengaduan berjalan secara efektif serta memenuhi standar layanan yang ditetapkan oleh Perseroan.

Complaint handling is classified into 5 (five) categories of Customer Voice: Assistance Requests, Information Requests, Complaints/Grievances, Providing Information, and Suggestions. Handling performance is evaluated periodically through recapitulation for each toll road section to identify areas for improvement. To evaluate the effectiveness of the complaint mechanism, the Company regularly conducts satisfaction surveys of toll road users and Jasa Marga service customers. These surveys aim to measure the level of user satisfaction with service quality, including satisfaction with transaction services, traffic services, construction services, rest area facilities, and public information services. The survey results are used as input to improve service processes, enhance the complaint handling system, and ensure that the mechanism operates effectively and meets the service standards established by the Company.

# Mekanisme Konsultasi dan Penyampaian Masukan [GRI 2-26]

## Mechanism for Consultation and Submission of Feedback



Dalam proses perumusan dan pengembangan kebijakan, Jasa Marga senantiasa melibatkan BP BUMN, Kementerian PUPR, Kementerian Lingkungan Hidup, Kementerian Perhubungan, Kementerian Tenaga Kerja, KPK, Kementerian Komunikasi dan Digital, serta Konsultan/tenaga ahli terkait. Proses dalam meminta masukkan oleh pihak terkait tersebut dilaksanakan melalui diskusi terbatas serta Focus Group Discussion (FGD).

In the process of formulating and developing policies, Jasa Marga consistently involved the Ministry of State-Owned Enterprises (BP BUMN), the Ministry of Public Works and Housing, the Ministry of Environment, the Ministry of Transportation, the Ministry of Manpower, the Corruption Eradication Commission (KPK), the Ministry of Communication and Digital, as well as relevant consultants and experts. The process of obtaining input from these stakeholders was conducted through limited discussions and Focus Group Discussions (FGDs).

Perseroan telah menyiapkan saluran bagi individu untuk memberikan masukan mengenai penerapan kebijakan dan praktik perilaku bisnis yang bertanggung jawab, serta untuk menyampaikan perhatian terkait perilaku bisnis Perseroan. Melalui Call Center 14080, situs web www.jasamarga.com dan sosial media perusahaan dapat memberikan kritik dan saran atas penerapan kebijakan dan praktik perilaku bisnis yang dijalankan Perseroan.

The Company has established channels for individuals to provide feedback regarding the implementation of responsible business conduct policies and practices, as well as to raise concerns related to the Company's business conduct. Through Call Center 14080, the website www.jasamarga.com, and the Company's social media platforms, stakeholders may submit feedback and suggestions regarding the implementation of the Company's policies and responsible business conduct practices.

Selain itu, Perseroan juga telah menyediakan *Whistleblowing System* (WBS), yang dapat digunakan oleh karyawan maupun pihak eksternal untuk melaporkan dugaan pelanggaran atau isu penting mengenai perilaku melawan hukum, perbuatan tidak etis/tidak. Semua laporan akan diperiksa oleh Tim WBS, diteruskan kepada Direksi, dan kemudian dilaporkan ke Dewan Komisaris untuk ditindaklanjuti secara sesuai prosedur. Mekanisme pelaporan yang disediakan oleh Perseroan senantiasa menjamin kerahasiaan pelapor serta efektivitas pengelolaan isu, sehingga memperkuat praktik perilaku bisnis yang bertanggung jawab di Perseroan.

In addition, the Company has also established a Whistleblowing System (WBS), which can be utilized by employees as well as external parties to report alleged violations or significant issues related to unlawful conduct or unethical/improper behavior. All reports are reviewed by the WBS Team, forwarded to the Board of Directors, and subsequently reported to the Board of Commissioners for appropriate follow-up in accordance with established procedures. The reporting mechanism provided by the Company consistently ensures the confidentiality of whistleblowers and the effective management of reported issues, thereby strengthening the implementation of responsible business conduct practices within the Company.

# 03

# Ikhtisar Kinerja Keberlanjutan
## Sustainability Performance Highlights

## Layanan Kesehatan Proaktif: Jamedlink
Proactive Healthcare Services: Jamedlink

Kinerja keberlanjutan Jasa Marga tahun 2025 tercermin melalui pelaksanaan layanan kesehatan proaktif Jamedlink yang difokuskan di wilayah ruas Jogja–Bawen. Melalui pemeriksaan kesehatan gratis, bantuan nutrisi, dan obat-obatan, program ini memberikan manfaat langsung bagi masyarakat sekitar proyek serta memperkuat kontribusi sosial perusahaan di wilayah operasional.

Jasa Marga's sustainability performance in 2025 was reflected through the implementation of the proactive healthcare service, Jamedlink, which was focused on the Jogja–Bawen toll road section. Through free health check-ups, nutritional support, and the provision of medicines, this program delivered direct benefits to communities surrounding the project while strengthening the Company's social contribution within its operational areas.

# Kinerja Aspek Ekonomi [OJK B.1]

## Economic Performance

### Kuantitas Produksi atau Jasa yang Dijual
Quantity of Production or Services Sold

**Kegiatan Usaha**
Business activities

Usaha
Business

**2025**

- 6 (enam) usaha utama
- 3 (tiga) usaha penunjang

- 6 (six) main businesses
- 3 (three) supporting businesses

**2024**

- 6 (enam) usaha utama
- 3 (tiga) usaha penunjang

- 6 (six) main businesses
- 3 (three) supporting businesses

**2023**

- 6 (enam) usaha utama
- 3 (tiga) usaha penunjang

- 6 (six) main businesses
- 3 (three) supporting businesses



**Jalan Tol Kelolaan Induk**
Mainly Managed Toll Roads

| | |
|---|---|
| 2025 | 9 |
| 2024 | 9 |
| 2023 | 9 |

Ruas Tol
Toll Road Section

**Jalan Tol Kelolaan Entitas Anak**
Toll Roads Managed by Subsidiaries

| | |
|---|---|
| 2025 | 27 |
| 2024 | 27 |
| 2023 | 27 |

Ruas Tol
Toll Road Section

**Panjang Jalan Tol Beroperasi**
Length of Toll Roads in Operation

| | |
|---|---|
| 2025 | 1.294 |
| 2024 | 1.286 |
| 2023 | 1.264 |

Km

**Panjang Jalan Tol Konsesi**
Length of Concession Toll Road

| | |
|---|---|
| 2025 | 1.736 |
| 2024 | 1.736 |
| 2023 | 1.736 |

Km

**Pendapatan Usaha di Luar Pendapatan Konstruksi**
Business Income Outside Construction Income

| | |
|---|---|
| 2025 | 19.811 |
| 2024 | 18.734* |
| 2023 | 15.565* |

Dalam Miliar Rupiah
In IDR Billion

**EBITDA**
EBITDA

| | |
|---|---|
| 2025 | 13.274 |
| 2024 | 12.615* |
| 2023 | 9.912 |

Dalam Miliar Rupiah
In IDR Billion

**Laba (Rugi) Tahun Berjalan**
Current Year Profit (Loss)

| | |
|---|---|
| 2025 | 4.807 |
| 2024 | 5.606* |
| 2023 | 6.749 |

Dalam Miliar Rupiah
In IDR Billion

## Produk Ramah Lingkungan
Eco-Friendly Products

| | 2025 | 2024 | 2023 | |
|---|---|---|---|---|
| **Tol Bersertifikat *Green Toll Road***<br>Green Toll Road Certified Toll Road | 4 | 3 | 3 | *Unit Toll* |
| **Jalan Tol yang Mendapatkan Penilaian Jalan Tol Berkelanjutan**<br>Toll Roads That Received Sustainable Toll Road Rating | 0 | 0 | 16 | *Unit Toll* |
| **Jumlah Stasiun Pengisian Kendaraan Listrik Umum**<br>Number of Public Electric Vehicle \|Charging Stations | 172 | 52 | 17 | Lokasi<br>Location |
| **Penggunaan Daya pada Stasiun Pengisian Kendaraan Listrik Umum**<br>Power Usage at Public Electric Vehicle Charging Stations | 1.341.053,35 | 582.380 | 96.609 | kWh |

## Keterlibatan Pihak Lokal
Local Parties Involvement

| | 2025 | 2024 | 2023 | |
|---|---|---|---|---|
| **Jumlah Pemasok Lokal (Pemasok Berdomisili di Indonesia)**<br>Number of Local Suppliers (Suppliers Domiciled in Indonesia) | 431 | 438 | 487 | Pemasok<br>Supplier |
| **Persentase Pemasok Lokal Terhadap Keseluruhan Pemasok (%)**<br>Percentage of Local Suppliers to Total Suppliers (%) | 100 | 100 | 100 | (%) |

**Keterangan/Notes:**
*)Disajikan kembali/Restated

# Kinerja Aspek Lingkungan Hidup [OJK B.2]

## Environmental Performance Aspect

| | | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| **Penggunaan Listrik Jasa Marga Group**<br>Jasa Marga Group's Electricity Usage | kWh | **67.006.623,69** | 68.287.087,88* | 35.859.977 |
| | Terajoule | **241,23** | 245,83* | 129,10 |
| **Penggunaan Listrik Kantor Pusat**<br>Head Office Electricity Usage | kWh | **2.658.683** | 2.886.435 | 2.825.056 |
| | Terajoule | **9,57** | 10,39 | 10,17 |
| **Penggunaan BBM**<br>Fuel usage | Liter | **7.514.459,85** | 7.711.791,76* | 1.987.299 |
| | Terajoule | **257,98** | 263,78* | 67,91 |
| **Penggunaan Air**<br>Water usage | Megaliter | **609,03** | 975 | 387,15 |
| | Liter | **609.026.200** | 975.043.848 | 387.150 |

**Intensitas Energi Berdasarkan Panjang Ruas Jalan Dikelola**
Energy Intensity Based on the Length of Managed Road Sections

| 2025 | 2024 | 2023 |
|---|---|---|
| **0,0015** | 0,0016 | 0,0016 |
| | TJ/m2 | |

| 2025 | 2024 | 2023 |
|---|---|---|
| **0,39** | 0,40 | 0,16 |
| | TJ/km | |

### Emisi GRK Langsung (Cakupan 1)
Direct GHG Emissions (Scope 1)

| | |
|---|---|
| 2025 | 18.820,65 |
| 2024* | 19.203,14 |
| 2023* | 4.940,96 |

tonCO2eq

### Emisi GRK Tidak Langsung (Cakupan 2)
Indirect GHG Emissions (Scope 2)

| | |
|---|---|
| 2025 | 52.485,79 |
| 2024 | 58.866,90 |
| 2023 | 30.964,69 |

tonCO2eq

### Emisi GRK Tidak Langsung (Cakupan 3)
Indirect GHG Emissions (Scope 3)

| | |
|---|---|
| 2025 | 614,46 |
| 2024 | 6.631,21 |
| 2023 | 200,32 |

tonCO2eq

### Pengurangan Emisi (Cakupan 1)**
Emission Reduction (Scope 1)**

| | |
|---|---|
| 2025 | - |
| 2024 | - |
| 2023 | - |

tonCO2eq

### Pengurangan Emisi (Cakupan 2)**
Emission Reduction (Scope 2)**

| | |
|---|---|
| 2025 | - |
| 2024 | - |
| 2023 | - |

tonCO2eq

### Pengurangan Limbah Cair (Efluen)**
Effluent Reduction**

| | |
|---|---|
| 2025 | - |
| 2024 | - |
| 2023 | 3.518 |

Ton

Keterangan/Note:
*) Disajikan Kembali/Restatement
**) Tidak dilakukan perhitungan pengurangan emisi GRK dan limbah dikarenakan masih dalam kajian / No calculations of greenhouse gas (GHG) emission and waste reductions were carried out, as these were still under assessment.

## Pelestarian Keanekaragaman Hayati
Conservation of Biodiversity or Services Sold

### Penanaman Pohon
Tree Planting

| | |
|---|---|
| 2025 | 31.130 |
| 2024 | 50.762 |
| 2023 | 14.297 |

Pohon
Tree

| | |
|---|---|
| 2025 | 2.317 |
| 2024 | 7.092.420 |
| 2023 | 1.828 |

Dalam Jutaan Rupiah
In IDR million

# Kinerja Aspek Sosial [OJK B.3]

## Social Aspect Performance

Perseroan memiliki komitmen untuk senantiasa memberikan dampak positif kepada masyarakat. Hal ini dilakukan oleh Perseroan melalui berbagai kegiatan tanggung jawab sosial dan lingkungan (TJSL) secara konsisten pada setiap tahunnya. Di samping itu, Perseroan juga senantiasa melakukan pemberdayaan ekonomi masyarakat di lingkungan Perseroan. Upaya pembinaan usaha dilakukan melalui bantuan pendidikan, pelatihan, pemagangan, pemasaran, promosi, dan bentuk lain yang terkait dengan upaya peningkatan kapasitas Mitra Binaan.

The Company is committed to consistently delivering positive impacts to the community. This is implemented through various Corporate Social and Environmental Responsibility (TJSL) activities carried out consistently each year. In addition, the Company continuously promotes community economic empowerment within its operational areas. Business development efforts are conducted through educational assistance, training, internships, marketing, promotion, and other forms of support aimed at enhancing the capacity of Fostered Partners.

| | 2025 | 2024 | 2023 | |
|---|---|---|---|---|
| **Penyaluran Dana TJSL**<br>Distribution of TJSL Funds | 17.581 | 16.451 | 24.410 | Dalam Jutaan Rupiah<br>In IDR Million |
| **Jumlah Mitra Binaan**<br>Number of Fostered Partners | 17.545 | 17.544 | 15.821 | Mitra<br>Partners |
| **Rata-rata Jam Pelatihan**<br>Average Training Hours | 33 | 37,5 | 32 | Jam/orang<br>Hours/person |
| **Biaya Pengembangan**<br>Competency Development Costs | 24,02 | 19,46 | 10,70 | Dalam Miliar Rupiah<br>In IDR Billion |
| **Indeks Kepuasan Pelanggan**<br>Customer Satisfaction Index | 5,13 | 5,04 | 4,98 | Skala Likert<br>Likert Scale |

**Penanganan Ruas Jalan Tol Berlubang**

Handling of Potholes on Toll Road Sections

| | |
|---|---|
| 2025 | 1.091.143,51 |
| 2024 | 266.960,98 |
| 2023 | 290.858,00 |

m

**Biaya Penanganan Ruas Jalan Tol Berlubang**

Cost of Handling Potholes on Toll Road Sections

| | |
|---|---|
| 2025 | 1.339.499,63 |
| 2024 | 1.133.958,85 |
| 2023 | 1.001.480,50 |

Dalam Jutaan Rupiah
In IDR Million

Namun demikian, aktivitas operasional Perseroan masih menimbulkan dampak negatif berupa adanya kecelakaan kerja serta kecelakaan di jalan tol yang dikelola oleh Jasa Marga. Untuk menangani insiden di jalan tol, Perseroan telah menyediakan berbagai saluran informasi bagi pengguna untuk menyampaikan permohonan atau permintaan darurat, antara lain melalui Call Center 14080, aplikasi Travoy dengan fitur Derek Online, serta WhatsApp Chatbot yang dapat diakses melalui aplikasi Travoy. Setiap permintaan kemudian ditindaklanjuti oleh petugas di Command Center dan diteruskan ke petugas di lapangan untuk penanganan lebih lanjut. Proses ini melibatkan kolaborasi antara beberapa pihak, termasuk tim Command Center (PT JMTO), tim Mobile Customer Service (MCS) (PT JMTO), serta Badan Usaha Jalan Tol (BUJT). Selain itu, Perseroan secara ketat dan sistematis merencanakan pembangunan serta pengelolaan jalan tol dengan menempatkan keselamatan sebagai prioritas utama, guna meminimalisir potensi dampak negatif bagi pengguna jalan.

However, the Company's operational activities still result in negative impacts, including occupational accidents and traffic accidents on toll roads managed by Jasa Marga. To handle incidents on toll roads, the Company has provided various information channels for users to submit requests or emergency assistance, including through Call Center 14080, the Travoy application with the Online Towing feature, and a WhatsApp Chatbot accessible via the Travoy application. Each request is followed up by officers at the Command Center and forwarded to field officers for further handling. This process involves collaboration among several parties, including the Command Center team (PT JMTO), the Mobile Customer Service (MCS) team (PT JMTO), and the Toll Road Business Entities (BUJT). In addition, the Company strictly and systematically plans the development and management of toll roads by placing safety as the top priority to minimize potential negative impacts on road users.

Dampak negatif lainnya yaitu timbulnya sampah di lokasi rest area. Namun demikian, Perseroan telah melakukan upaya mitigasi dengan mengelola sampah menjadi kompos dan budidaya maggot. Perseroan melibatkan masyarakat Desa Sukatani dalam pengelolaan sampah ini. Melalui aktivitas pengelolaan sampah, dapat Mengurangi Bau di lingkungan rest area & menambah pendapatan bagi pengelola limbah dengan menghasilkan sumber pakan hewan.

Another negative impact arises from waste generation at rest area locations. However, the Company has undertaken mitigation efforts by processing waste into compost and developing maggot cultivation. The Company involves the Sukatani Village community in this waste management initiative. Through these activities, the Company contributes to reducing unpleasant odors in the rest area environment and increasing income opportunities for waste managers by generating animal feed resources.

**Jumlah Kecelakaan Kerja Fatal**
Number of Fatal Work Accidents

| 2025 | 2024 | 2023 |
|---|---|---|
| **0** | 3 | 2 |

Kejadian
Accidents

**Jumlah Kecelakaan Kerja**
Number of Work Accidents

| 2025 | 2024 | 2023 |
|---|---|---|
| **27** | 19 | 11 |

Kejadian
Accidents

**Jumlah Kecelakaan di Jalan Tol yang Dikelola Jasa Marga**
Number of Accidents on Toll Roads Managed by Jasa Marga

| 2025 | 2024 | 2023 |
|---|---|---|
| **1.144** | 1.172 | 1.239 |

Kejadian
Accidents

**Jumlah Korban Kecelakaan di Jalan Tol yang Dikelola Jasa Marga**
Number of Accident Victims on Toll Roads Managed by Jasa Marga

| 2025 | 2024 | 2023 |
|---|---|---|
| **1.880** | 2.254 | 2.206 |

Orang
People

# 04

# Profil Perusahaan
## Company Profile

## Harmoni Inklusivitas dan Kesejahteraan Insan Jasa Marga

Harmony of Inclusivity and Employee Well-being at Jasa Marga

Kekuatan profil perusahaan terletak pada keseimbangan dan pemberdayaan SDM-nya. Melalui komunitas Srikandi, Jasa Marga mendorong peran strategis perempuan dalam industri infrastruktur. Di sisi lain, Roadster Sportivo mewadahi semangat sportivitas dan kesehatan fisik karyawan, menciptakan lingkungan kerja yang inklusif, sehat, dan produktif bagi seluruh talenta perusahaan.

The strength of the Company's profile lies in the balance and empowerment of its human capital. Through the Srikandi community, Jasa Marga promotes the strategic role of women in the infrastructure industry. Meanwhile, Roadster Sportivo serves as a platform to foster sportsmanship and employees' physical well-being, creating an inclusive, healthy, and productive work environment for all Company talents.

# Visi, Misi, dan Nilai Keberlanjutan [OJK C.1]

Vision, Mission and Values of Sustainability

## VISI
Vision

**Inovasi Menuju Peningkatan Nilai yang Berkelanjutan**

**Innovation Towards Sustainable Value Enhancement**

Perseroan telah menetapkan Visi dan Misi sebagaimana tercantum dalam Keputusan Direksi Nomor: 60/KPTS/2024 tentang Visi dan Misi Perusahaan. Visi dan Misi Perseroan telah selaras dengan nilai-nilai keberlanjutan.

The Company has established a new vision and mission through the Decree of the Board of Directors No. 60/KPTS/2024, concerning the Company's Vision and Mission. The Company's vision and mission are aligned with sustainability values.

# MISI
## Mission

Mengembangkan jaringan jalan tol dan menjalankan usaha di rantai nilai bisnis dalam skala nasional maupun internasional.

Developing toll road networks and running businesses in the business value chain on a national and international scale.

Mengembangkan inovasi untuk memberikan pelayanan unggul, meningkatkan keselamatan, kenyamanan, dan kemudahan perjalanan, serta menjalankan operasi dan proses bisnis perusahaan dengan efisien dan berkesinambungan.

Developing innovations to provide superior services, improving safety, comfort, and ease of travel, and running the company's operations and business processes efficiently and sustainably.

Menerapkan prinsip-prinsip lingkungan, sosial, dan tata kelola perusahaan yang baik untuk memastikan ketahanan usaha.

Implementing environmental, social, and good corporate governance principles to ensure business resilience.

Mendorong peningkatan manfaat yang berkelanjutan bagi masyarakat, pemegang saham, dan *stakeholder* lainnya, serta peningkatan nilai perusahaan secara menyeluruh.

Encouraging increased sustainable benefits for the community, shareholders, and other stakeholders, as well as increasing the company's overall value.

# Nilai Keberlanjutan

## Sustainability Values

Peran *corporate governance* dalam mendorong pembentukan nilai integritas dan keberlanjutan tercermin melalui penetapan arah kebijakan, penguatan sistem pengendalian internal, serta penerapan prinsip *Good Corporate Governance*. Direksi dan Dewan Komisaris memastikan bahwa nilai integritas menjadi fondasi dalam setiap pengambilan keputusan strategis di seluruh lini organisasi. Selain itu, *corporate governance* juga berperan dalam memastikan bahwa prinsip keberlanjutan diintegrasikan ke dalam proses bisnis, sehingga setiap aktivitas operasional selaras dengan tujuan jangka panjang

The role of corporate governance in fostering integrity and sustainability is reflected through the establishment of policy direction, the strengthening of internal control systems, and the implementation of Good Corporate Governance principles. The Board of Directors and the Board of Commissioners ensure that integrity serves as the foundation for all strategic decision-making across the organization. In addition, corporate governance plays a key role in ensuring that sustainability principles are integrated into business processes, so that all operational activities are aligned with



**Modern** **Optimistic**

| Simbol Symbol | Nilai Utama Core Value | Definsi Definition | Karakteristik Karyawan Employee Characteristics | Dos | Don'ts |
|---|---|---|---|---|---|
| | ***Modern*** | Sikap terbuka terhadap perkembangan zaman, teknologi, dan cara kerja baru yang efisien dan relevan.<br>An open attitude towards developments, technology and new ways of working that are efficient and relevant. | Karakteristik Karyawan Modern:<br>a. Terbuka pada perubahan;<br>b. Cepat belajar teknologi baru;<br>C. Proaktif memanfaatkan inovasi digital.<br>Characteristics of Modern Employees:<br>a. Open to change;<br>b. Quick to learn new technologies;<br>c. Proactively utilize digital innovation. | **Inovatif** (Menciptakan terobosan dan menggunakan teknologi untuk memperbarui proses kerja)<br>**Inovatif** (Creating breakthroughs and utilizing technology to improve work processes) | **Lamban** (Lamban merespons dan memperlambat alur kerja)<br>**Slow** (Slow to respond and hindering workflow) |
| | | | | **Gerak Cepat** (Bergerak cepat, responsif, dan lincah dalam menuntaskan pekerjaan)<br>**Agile** (Acting quickly, responsive, and agile in completing tasks) | **Enggan Berubah** (Menutup diri terhadap pembaruan dan inovasi)<br>**Resistant to Change** (Reluctant to embrace updates and innovation) |
| | | | | **Terus Belajar** (Meningkatkan kemampuan dan wawasan untuk beradaptasi dengan perkembangan baru)<br>**Continuous Learning** (Continuously improving skills and knowledge to adapt to new developments) | **Malas** (Enggan berusaha dan bekerja untuk memberikan yang terbaik)<br>**Unmotivated** (Reluctant to make efforts and work to deliver the best results) |
| | ***Optimistic*** | Sikap positif dalam memandang tantangan dan perubahan, dengan keyakinan terhadap hasil yang lebih baik.<br>A positive attitude in viewing challenges and changes, with confidence in better results. | Karakteristik Karyawan Optimistic:<br>a. Semangat tinggi;<br>b. Resiliensi;<br>C. Melihat kegagalan sebagai perubahan, pembelajaran;<br>d. Menjaga suasana kerja yang konstruktif.<br>Characteristics of Optimistic Employees:<br>a. High enthusiasm;<br>b. Resilience;<br>c. View failure as change and learning;<br>d. Maintain a constructive work environment. | **Antusias** (Membawa energi positif yang menguatkan kerja sama tim)<br>**Enthusiastic** (Bringing positive energy that strengthens teamwork) | **Pesimis** (Berfokus pada hambatan sehingga melemahkan semangat tim)<br>**Pessimistic** (Focusing on obstacles that weaken team morale) |
| | | | | **Tangguh** (Tangguh menghadapi tantangan dan mampu bangkit dari tekanan)<br>**Resilient** (Able to withstand challenges and recover from pressure) | **Skeptis** (Meragukan ide baru tanpa penilaian objektif)<br>**Skeptical** (Doubting new ideas without objective assessment) |
| | | | | **Percaya Diri** (Meyakini langkah dan keputusan untuk memperkuat eksekusi)<br>**Confident** (Believing in actions and decisions to strengthen execution) | **Mudah Menyerah** (Berhenti sebelum alternatif solusi dieksplorasi)<br>**Easily Discouraged** (Giving up before exploring alternative solutions) |

Perseroan. Nilai integritas dan keberlanjutan tersebut kemudian diinternalisasi ke dalam budaya perusahaan melalui sosialisasi berkelanjutan, program pengembangan sumber daya manusia, serta pembentukan perilaku kerja yang konsisten di seluruh unit kerja, baik di kantor pusat, kantor cabang, dan seluruh anak perusahaan.

Di tahun 2025, Perseroan telah mengembangkan nilai-nilai keberlanjutan yang dikenal dengan JSMR MOVE (*Modern, Optimistic, Valuable, Excellent*), dituangkan dalam KPTS No. 161/KPTS/2025 tentang Penetapan Budaya Kerja Perusahaan JSMR MOVE. Nilai-nilai keberlanjutan Perseroan sebagai berikut:

the Company's long-term objectives. These values of integrity and sustainability are further internalized into the corporate culture through continuous socialization, human capital development programs, and the establishment of consistent work behaviors across all units, including the head office, branch offices, and all subsidiaries.

In 2025, the Company developed sustainability values known as JSMR MOVE (Modern, Optimistic, Valuable, Excellent), as stipulated in Board of Directors Decree No. 161/KPTS/2025 concerning the Establishment of JSMR MOVE as the Company's Work Culture. The Company's sustainability values are as follows:

## *Valuable*

## *Excellent*



| **Simbol** Symbol | **Nilai Utama** Core Value | **Definsi** Definition | **Karakteristik Karyawan** Employee Characteristics | **Dos** | **Don'ts** |
|---|---|---|---|---|---|
| | ***Valuable*** | Kemampuan menciptakan nilai berkelanjutan dari setiap peluang dan keputusan strategis.<br>In 2025, the Company developed sustainability values known as JSMR MOVE (Modern, Optimistic, Valuable, Excellent), as stipulated in Board of Directors Decree No. 161/KPTS/2025 concerning the Establishment of JSMR MOVE as the Company's Work Culture. The Company's sustainability values are as follows:. | Karakteristik Karyawan Valuable:<br>a. Berpikir tentang nilai dan dampak tindakan;<br>b. Proaktif mengubah ide menjadi kontribusi bernilai; dan<br>C. Menginspirasi tim untuk berkolaborasi menciptakan hasil berkelanjutan.<br>Characteristics of Valuable Employees:<br>a. Think in terms of the value and impact of their actions;<br>b. Proactively transform ideas into meaningful contributions; and<br>c. Inspire teams to collaborate in creating sustainable outcomes. | **Bermanfaat** (Menghasilkan *output* yang memberi nilai nyata dan manfaat yang berkelanjutan)<br>**Impactful** (Producing outputs that provide tangible and sustainable value) | **Pasif** (Menunggu instruksi dan tidak Berinisiatif)<br>**Passive** (Waiting for instructions and lacking initiative) |
| | | | | **Kontributif** (Berperan aktif dalam mendukung pencapaian tim dan proses)<br>**Contributive** (Actively contributing to team and process achievements) | **Egois** (Mementingkan diri sendiri dan mengabaikan kerja sama)<br>**Self-centered** (Prioritizing personal interests and neglecting collaboration) |
| | | | | **Solutif** (Menghadirkan solusi kreatif yang meningkatkan kualitas dan efisiensi)<br>**Solution-oriented** (Delivering creative solutions that improve quality and efficiency) | **Sia-Sia** (Menghasilkan pekerjaan yang minim dampak dan tidak relevan)<br>**Ineffective** (Producing outputs with minimal impact and low relevance) |
| | ***Excellent*** | Komitmen terhadap standar tertinggi dalam layanan, kinerja, dan integritas.<br>Commitment to the highest standards in service, performance, and integrity | Karakteristik Karyawan Excellent:<br>a. Teliti;<br>b. Bertanggung jawab;<br>C. Berorientasi hasil terbaik; dan<br>d. Melayani dengan sepenuh hati.<br>Characteristics of Excellent Employees:<br>a. Detail-oriented;<br>b. Accountable;<br>c. Results-oriented toward excellence; and<br>d. Deliver service wholeheartedly. | **Berstandar Tinggi** (Menghasilkan kinerja sesuai standar tinggi dan konsisten)<br>**High Standard** (Delivering performance that consistently meets high standards) | **Ceroboh** (Ceroboh dan mengabaikan Prosedur)<br>**Careless** (Being careless and neglecting procedures) |
| | | | | **Peduli** (Melayani dengan empati dan perhatian)<br>**Caring** (Providing service with empathy and attention) | **Asal-asalan** (Menghasilkan pekerjaan yang di bawah standar)<br>**Negligent** (Delivering substandard work) |
| | | | | **Cermat** (Menjaga ketelitian untuk memastikan kualitas dan keandalan proses)<br>**Meticulous** (Maintaining accuracy to ensure process quality and reliability) | **Apatis** (Mengabaikan kebutuhan pemangku kepentingan)<br>**Indifferent** (Ignoring stakeholder needs) |

# Identitas Perusahaan [OJK C.2, GRI 2-1, GRI 2-6]

## Company Identity

JASAMARGA

**PT Jasa Marga (Persero) Tbk**



### Bentuk Badan Hukum
### Form of Legal Entity

Perseroan Terbatas (PT)/Badan Usaha Milik Negara (BUMN)/Perusahaan Terbuka (Tbk)/Penanaman Modal Dalam Negeri (PMDN)

Limited Liability Company (PT)/ State-Owned Enterprise (SOEs)/Public Company (Tbk)/Domestic Investment (PMDN)

### Dasar Hukum Pendirian
### Legal Basis for Establishment

Peraturan Pemerintah No. 04 Tahun 1978

Government Regulation No. 04 of 1978

### Tanggal Pendirian
### Date of Establishment

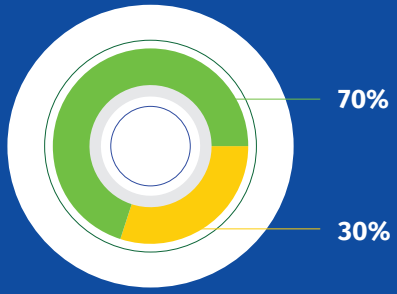
1 Maret 1978

March 1, 1978

### Kepemilikan [GRI 2-1]
### Ownership

**Keterangan /** Description

- Pemerintah Indonesia/ Indonesian government
- Masyarakat / National Public




### Pusat Informasi Lalu Lintas dan Pelayanan Lainnya
### Traffic Information Center and Other Services

**Jasa Marga Tollroad Command Center**

- Call Center 133 / 24 Hours: 14080
- Mobile Apps Travoy
- Official Jasa Marga
- PT Jasa Marga – Persero Tbk
- @official.jasamarga
- @official.jasamarga
- @PTJASAMARGA (khusus informasi lalu lintas) (dedicated for traffic Information)
- @OFFICIAL_JSMR (untuk informasi umum lainnya) (for other general information)

**Alamat Kantor Pusat [GRI 2-1]**
**Head Office Address**

Plaza Tol Taman Mini Indonesia Indah
Jakarta 13550 Indonesia

: +62-21 841 3526, +62-21 841 3630
: jsmr@jasamarga.co.id ,
corcomm@jasamarga.co.id,
investor.relations@jasamarga.co.id
: www.jasamarga.com

**Negara Tempat Beroperasi**
**Country of Operation**

Indonesia

**Jumlah Karyawan [OJK C.3, GRI 2-7]**
**Number of employees**

**7.833** Pegawai
7,833 Person

**Bidang Usaha [GRI 2-6]**
**Business fields**

Pengusahaan Jalan Tol
Toll Road Management

**Modal Dasar**
**Authorized capital**

**Rp9.520.000.000.000,00**
(sembilan triliun lima ratus dua puluh miliar rupiah)

Rp9.520.000.000.000,00
(nine trillion five hundred and twenty billion IDR)

**Modal Ditempatkan dan Disetor Penuh**
**Issued and Fully Paid Capital**

**Rp3.628.935.600.000,00**
(tiga triliun enam ratus dua puluh delapan miliar sembilan ratus tiga puluh lima juta enam ratus ribu rupiah)

Rp3.628.935.600.000,00 (three trillion six hundred twenty-eight thousand nine hundred thirty five million six hundred thousand IDR)

**Data Jaringan Usaha**
**Business Network Data**

- 1 (satu) Kantor Pusat
- 2 (dua) Kantor Regional
- 4 (empat) *Representative Office*
- 17 (tujuh belas) Entitas Anak
- 3 (tiga) ventura bersama
- 3 (tiga) Representative Office dari (PT Jasamarga Transjawa Tol (JTT))
- 9 (sembilan) Entitas Anak dari PT JTT
- 3 (tiga) ventura bersama dari PT JTT

- 1 (one) Head Office
- 2 (two) Regional Offices
- 4 (four) Representative Offices
- 17 (seventeen) Subsidiaries
- 3 (three) joint ventures
- 3 (three) Representative Offices of (PT Jasamarga Transjawa Tol (JTT))
- 8 (eight) Subsidiaries of PT JTT
- 3 (three) joint ventures of PT JTT

Informasi alamat Kantor Regional dan *Representative Office* telah disajikan secara lengkap pada Laporan Tahunan tahun 2025 bagian Profil Perusahaan.

Information on the addresses of Regional Offices and Representative Offices has been presented in full in the Annual Report 2025, Company Profile section.

# Skala Usaha [OJK C.3]

## Business Scale

### Tabel Skala Usaha Perseroan

Table of Company Business Scale

| Uraian<br>Description | Satuan<br>Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Total Aset [OJK C.3]<br>Total Assets | Dalam Jutaan Rupiah<br>In IDR Million | **159.995.285** | 148.716.520* | 134.732.001* |
| Total Liabilitas [OJK C.3]<br>Total Liabilities | Dalam Jutaan Rupiah<br>In IDR Million | **97.633.568** | 89.883.279* | 95.004.167* |
| Total Ekuitas [OJK C.3]<br>Total Equity | Dalam Jutaan Rupiah<br>In IDR Million | **62.361.717** | 58.833.241* | 39.727.834* |
| Pendapatan tol<br>Toll Revenue | Dalam Jutaan Rupiah<br>In IDR Million | **18.153.333** | 17.222.334 | 13.948.029 |
| Pendapatan usaha lainnya<br>Other Business Revenue | Dalam Jutaan Rupiah<br>In IDR Million | **1.657.891** | 1.511.810 | 1.617.953 |
| Pendapatan konstruksi<br>Construction Revenue | Dalam Jutaan Rupiah<br>In IDR Million | **10.079.023** | 13.021.772* | 5.752.623 |
| Total Pendapatan*<br>Total Revenue* | Dalam Jutaan Rupiah<br>In IDR Million | **29.890.247** | 31.775.916 | 21.318.605 |
| Jumlah Karyawan<br>Number of employees | Orang<br>People | **7.833** | 7.919 | 7.949 |
| Nama Pemegang Saham dan Persentase<br>Shareholder Name and Percentage | Persen<br>Percentage | • Pemerintah Indonesia 70% (Badan Pengaturan Badan Usaha Milik Negara sebagai Pemegang Saham Seri A Dwiwarna dan PT Danantara Asset Management (Persero) sebagai Pemegang Saham Seri B Terbanyak)<br>• Publik Nasional 30%<br>• The Government of Indonesia 70% (Ministry of State-Owned Enterprises as the holder of Series A Dwiwarna Shares and PT Danantara Asset Management (Persero) as the holder of Series B Shares)<br>• Domestic Public 30% | • Pemerintah Indonesia 70%<br>• Publik Nasional 30%<br>• Indonesian Government 70%<br>• National Public 30% | • Pemerintah Indonesia 70%<br>• Publik Nasional 30%<br>• Indonesian Government 70%<br>• National Public 30% |

| Uraian<br>Description | Satuan<br>Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Jumlah produk dan jasa<br>Number of products and services | Produk<br>Product | • 6 usaha utama<br>• 3 usaha penunjang<br>• 6 (six) main businesses<br>• 3 (three) supporting businesses | • 6 usaha utama<br>• 3 usaha penunjang<br>• 6 (six) main businesses<br>• 3 (three) supporting businesses | • 6 usaha utama<br>• 3 usaha penunjang<br>• 6 (six) main businesses<br>• 3 (three) supporting businesses |
| Ruas Operasional<br>Operational Section | kilometer | **1.294** | 1.286 | 1.264 |

Keterangan/Note:
*) Disajikan kembali/Restatement

## Informasi Mengenai Karyawan
**[OJK C.3, GRI 2-7, GRI 2-8]**

## Employees Information
**[OJK C.3, GRI 2-7, GRI 2-8]**

**Gambar/*Image*:**
Satuan Tugas Jasa Marga Siaga Operasional Idulfitri 1447H/2026

Sampai dengan 31 Desember 2025, jumlah karyawan Jasa Marga sebanyak 7.833 orang karyawan yang terdiri atas 4.520 orang karyawan tetap dan 3.313 orang karyawan kontrak. Persentase karyawan kontrak di Perseroan yaitu sebesar 42% dibandingkan dengan total karyawan. Karyawan tetap adalah karyawan pekerja yang memiliki Perjanjian Kerja Waktu Tidak Tertentu (PKWTT), yaitu hubungan kerja yang bersifat permanen/tanpa batas waktu sampai karyawan mengundurkan diri, pensiun, atau terkena PHK sesuai ketentuan hukum. Karyawan kontrak adalah pekerja yang dipekerjakan dengan Perjanjian Kerja Waktu Tertentu (PKWT), yaitu hubungan kerja yang memiliki batas waktu tertentu dengan hak-hak yang tidak sama dengan karyawan tetap. Jasa Marga juga memperkerjakan trainee yaitu pekerja yang masih dalam tahap pelatihan atau percobaan sebelum diangkat menjadi karyawan tetap sebanyak 39 orang. Seluruh karyawan Jasa Marga merupakan karyawan penuh waktu. Perseroan tidak membagi karyawan berdasarkan waktu kerja yaitu penuh waktu dan paruh waktu serta tidak memiliki

As of December 31, 2025, the total number of Jasa Marga employees was 7,833, consisting of 4,520 permanent employees and 3,313 contract employees. The proportion of contract employees in the Company accounted for 42% of the total workforce. Permanent employees are those employed under an Indefinite-Term Employment Agreement (PKWTT), representing a permanent employment relationship without a specified end date, continuing until resignation, retirement, or termination in accordance with applicable laws and regulations. Contract employees are those employed under a Fixed-Term Employment Agreement (PKWT), representing an employment relationship with a specified duration and different entitlements compared to permanent employees. The Company also employed trainees, defined as individuals who were still in the training or probationary period prior to being appointed as permanent employees, totaling 39 persons. All Jasa Marga employees are full-time employees. The Company does not classify employees based on working hours (full-time or part-time) and does not employ non-

karyawan *non-guaranteed hours employees*. Pada tahun 2025, Perseroan juga memberikan kesempatan kepada 371 orang mahasiswa untuk magang sebagai pemenuhan studi yang mayoritas di tempatkan pada bagian kantor pusat, sebagai bentuk dukungan Perseroan terhadap pengembangan sumber daya manusia dan peningkatan kompetensi generasi muda dan 91 orang Lulusan Perguruan Tinggi untuk magang. Selain itu, Perseroan juga mempekerjakan tenaga alih daya berjumlah 208 orang yang mayoritas di tempatkan pada bagian Kantor Pusat, Regional Metropolitan Tollroad, Regional Nusantara Tollroad, Kantor R01 dan Kantor Pusat JTT, Kantor R02 Palikanci, Kantor R02 Semarang, Kantor R03 Surabaya.

guaranteed hours employees. In 2025, the Company also provided internship opportunities to 371 university students as part of their academic requirements, the majority of whom were placed at the head office, as a form of the Company's support for human capital development and the enhancement of young talent competencies, as well as to 91 university graduates for internship programs. In addition, the Company employed 208 outsourced personnel, primarily assigned to the Head Office, Regional Metropolitan Tollroad, Regional Nusantara Tollroad, R01 Office, JTT Head Office, R02 Palikanci Office, R02 Semarang Office, and R03 Surabaya Office.

Jumlah karyawan yang dilaporkan adalah posisi per 31 Desember 2023, 2024, dan 2025 serta jumlah karyawan tidak mengalami fluktuasi yang signifikan, baik selama periode pelaporan maupun antara periode pelaporan. Hal tersebut terlihat pada demografi karyawan yang disajikan sebagai berikut.

The reported number of employees reflects the position as of December 31, 2023, 2024, and 2025, and the total workforce did not experience significant fluctuations, either during the reporting period or between reporting periods. This is reflected in the employee demographics presented as follows.

## Komposisi Karyawan Berdasarkan Jenis Kelamin

## Employee Composition Based on Gender



### Tabel Komposisi Karyawan Berdasarkan Jenis Kelamin
Table of Employee Composition Based on Gender

(dalam satuan orang / in people)

| Jenis Kelamin<br>Gender | 2025 | 2024 | 2023 |
|---|---|---|---|
| Pria / Male | 6.355 | 6.458 | 6.482 |
| Wanita / Female | 1.478 | 1.461 | 1.467 |
| **Jumlah / Total** | **7.833** | **7.919** | **7.949** |

## Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin

## Employee Composition Based on Position Level and Gender

### Tabel Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin
Table of Employee Composition Based on Position Level and Gender

(dalam satuan orang / in people)

| Level Jabatan<br>Position Level | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total |
| Manajemen Puncak<br>Top Management | 54 | 23 | 77 | 53 | 23 | 76 | 59 | 25 | 84 |
| Manajemen Madya<br>Middle Management | 149 | 96 | 245 | 153 | 95 | 248 | 149 | 96 | 245 |
| Manajemen Dasar<br>Basic Management | 287 | 78 | 365 | 269 | 74 | 343 | 289 | 77 | 366 |
| Pelaksana<br>Staff | 5.865 | 1.281 | 7.146 | 5.983 | 1.269 | 7.252 | 5.985 | 1.269 | 7.254 |
| **Jumlah**<br>**Total** | **6.355** | **1.478** | **7.833** | **6.458** | **1.461** | **7.919** | **6.482** | **1.467** | **7.949** |

## Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin

## Employee Composition Based on Age and Gender

### Tabel Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin
Table of Employee Composition Based on Age and Gender

(dalam satuan orang / in people)

| Usia / Age | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria / Male | Wanita / Female | Total | Pria / Male | Wanita / Female | Total | Pria / Male | Wanita / Female | Total |
| >54 tahun / year | 149 | 29 | 178 | 155 | 37 | 192 | 159 | 43 | 202 |
| 50-54 tahun / year | 825 | 112 | 937 | 819 | 96 | 915 | 844 | 109 | 953 |
| 45-49 tahun / year | 482 | 143 | 625 | 605 | 170 | 775 | 743 | 198 | 941 |
| 40-44 tahun / year | 312 | 51 | 363 | 279 | 53 | 332 | 279 | 70 | 349 |
| 35-39 tahun / year | 834 | 165 | 999 | 669 | 134 | 803 | 596 | 98 | 694 |
| 30-34 tahun / year | 1.435 | 459 | 1.894 | 1.495 | 430 | 1.925 | 1.455 | 371 | 1.826 |
| 25-29 tahun / year | 1.147 | 266 | 1.413 | 1.138 | 288 | 1.426 | 1.197 | 339 | 1.536 |
| 20-24 tahun / year | 1.171 | 253 | 1.424 | 1.298 | 253 | 1.551 | 1.209 | 239 | 1.448 |
| **Jumlah / Total** | **6.355** | **1.478** | **7.833** | **6.458** | **1.461** | **7.919** | **6.482** | **1.467** | **7.949** |

## Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

## Employee Composition Based on Education Level and Gender

### Tabel Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin
Table of Employee Composition Based on Education Level and Gender

(dalam satuan orang / in people)

| Tingkat Pendidikan / Education Level | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria / Male | Wanita / Female | Total | Pria / Male | Wanita / Female | Total | Pria / Male | Wanita / Female | Total |
| S2 | 132 | 83 | 215 | 122 | 71 | 193 | 116 | 63 | 179 |
| Sarjana dan Sederajat / Bachelor and Equivalent | 1.740 | 607 | 2.347 | 1.772 | 603 | 2.375 | 1.658 | 545 | 2.203 |
| Diploma | 155 | 52 | 207 | 175 | 53 | 228 | 176 | 51 | 227 |
| SLTA / High School | 4.328 | 736 | 5.064 | 4.389 | 734 | 5.123 | 4.532 | 808 | 5.340 |
| Lainnya / Others | - | - | - | - | - | - | - | - | - |
| **Jumlah / Total** | **6.355** | **1.478** | **7.833** | **6.458** | **1.461** | **7.919** | **6.482** | **1.467** | **7.949** |

## Komposisi Karyawan Berdasarkan Masa Kerja dan Jenis Kelamin

## Employee Composition Based on Work Period and Gender

### Tabel Komposisi Karyawan Berdasarkan Masa Kerja dan Jenis Kelamin
Table of Employee Composition Based on Length of Service and Gender

(dalam satuan orang / in people)

| Rentang Masa Kerja / Term of Work | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria / Male | Wanita / Female | Total | Pria / Male | Wanita / Female | Total | Pria / Male | Wanita / Female | Total |
| >30 tahun / year | 448 | 82 | 530 | 247 | 63 | 310 | 285 | 85 | 370 |
| 26-30 tahun / year | 421 | 111 | 532 | 688 | 154 | 842 | 558 | 124 | 682 |

| Rentang Masa Kerja<br>Term of Work | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total |
| 21-25 tahun / year | 160 | 42 | 202 | 194 | 45 | 239 | 456 | 110 | 566 |
| 16-20 tahun / year | 35 | 24 | 59 | 5 | - | 5 | 35 | 12 | 47 |
| 11-15 tahun / year | 1.618 | 393 | 2.011 | 89 | 66 | 155 | 81 | 61 | 142 |
| 6-10 tahun / year | 820 | 233 | 1.053 | 2.453 | 591 | 3.044 | 2.207 | 562 | 2.769 |
| 4-5 tahun / year | 846 | 161 | 1.007 | 996 | 169 | 1.165 | 700 | 101 | 801 |
| <3 tahun / year | 2.007 | 432 | 2.439 | 1.786 | 373 | 2.159 | 2.160 | 412 | 2.572 |
| **Jumlah / Total** | **6.355** | **1.478** | **7.833** | **6.458** | **1.461** | **7.919** | **6.482** | **1.467** | **7.949** |

## Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin

## Employee Composition Based on Employee Status and Gender

### Tabel Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin
Table of Employee Composition Based on Employment Status and Gender

(dalam satuan orang / in people)

| Status Kepegawaian<br>Employee Status | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total |
| Karyawan Tetap<br>Permanent employees | 3.562 | 958 | 4.520 | 3.745 | 978 | 4.723 | 3.992 | 1.030 | 5.022 |
| Karyawan Tidak Tetap (Kontrak)<br>Non-Permanent Employees (Contract) | 2.793 | 520 | 3.313 | 2.713 | 483 | 3.196 | 2.490 | 437 | 2.927 |
| **Sub Jumlah**<br>**Sub Total** | **6.355** | **1.478** | **7.833** | **6.458** | **1.461** | **7.919** | **6.482** | **1.467** | **7.949** |
| *Trainee* | 22 | 17 | 39 | 15 | 9 | 24 | 12 | 11 | 23 |
| **Jumlah**<br>**Total** | **6.377** | **1.495** | **7.872** | **6.473** | **1.470** | **7.943** | **6.494** | **1.478** | **7.972** |

## Komposisi Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

## Employee Composition Based on Gender and Work Area (Section)

### Tabel Komposisi Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)
Table of Employee Composition Based on Gender and Work Area

(dalam satuan orang / in people)

| Wilayah Kerja<br>Working area | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total | Pria<br>Male | Wanita<br>Female | Total |
| Bali | 66 | 18 | 84 | 68 | 19 | 87 | 63 | 14 | 77 |
| Jawa | 5.819 | 1.362 | 7.181 | 5.860 | 1.346 | 7.206 | 5.856 | 1.354 | 7.210 |
| Kalimantan | 107 | 9 | 116 | 110 | 5 | 115 | 113 | 13 | 126 |
| Sulawesi | 38 | 10 | 48 | 80 | 12 | 92 | 87 | 11 | 98 |
| Sumatra | 325 | 79 | 404 | 340 | 79 | 419 | 363 | 75 | 438 |
| **Total** | **6.355** | **1.478** | **7.833** | **6.458** | **1.461** | **7.919** | **6.482** | **1.467** | **7.949** |

## Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

## Permanent Employee Composition Based on Gender and Work Area (Section)

**Tabel Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)**
Table of Permanent Employee Composition Based on Gender and Work Area (Section)

(dalam satuan orang / in people)

| Wilayah Kerja Working area | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria Male | Wanita Female | Total | Pria Male | Wanita Female | Total | Pria Male | Wanita Female | Total |
| Bali | 42 | 15 | 57 | 51 | 16 | 67 | 48 | 13 | 61 |
| Jawa | 3.361 | 924 | 4.285 | 3.508 | 942 | 4.450 | 3.731 | 994 | 4.725 |
| Kalimantan | 27 | - | 27 | 28 | - | 28 | 34 | 1 | 35 |
| Sulawesi | 23 | 1 | 24 | 27 | 1 | 28 | 28 | 1 | 29 |
| Sumatra | 109 | 18 | 127 | 131 | 19 | 150 | 151 | 21 | 172 |
| **Total** | **3.562** | **958** | **4.520** | **3.745** | **978** | **4.723** | **3.992** | **1.030** | **5.022** |

## Komposisi Karyawan Tidak Tetap (Kontrak) Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)

## Composition of Non-Permanent Employees (Contract) Based on Gender and Work Area (Section)

**Tabel Komposisi Karyawan Tidak Tetap (Kontrak) Berdasarkan Jenis Kelamin dan Wilayah Kerja (Ruas)**
Table of Composition of Non-Permanent Employees (Contract) Based on Gender and Work Area

(dalam satuan orang / in people)

| Wilayah Kerja Working area | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Pria Male | Wanita Female | Total | Pria Male | Wanita Female | Total | Pria Male | Wanita Female | Total |
| Bali | 24 | 3 | 27 | 17 | 3 | 20 | 15 | 1 | 16 |
| Jawa | 2.458 | 438 | 2.896 | 2.352 | 404 | 2.756 | 2.125 | 360 | 2.485 |
| Kalimantan | 80 | 9 | 89 | 82 | 5 | 87 | 79 | 12 | 91 |
| Sulawesi | 15 | 9 | 24 | 53 | 11 | 64 | 59 | 10 | 69 |
| Sumatra | 216 | 61 | 277 | 209 | 60 | 269 | 212 | 54 | 266 |
| **Total** | **2.793** | **520** | **3.313** | **2.713** | **483** | **3.196** | **2.490** | **437** | **2.927** |

## Komposisi Karyawan Berdasarkan Status Kepegawaian dan Wilayah Kerja

## Employee Composition Based on Employee Status and Work Area

**Tabel Komposisi Karyawan Berdasarkan Status Kepegawaian dan Wilayah Kerja**
Table of Employee Composition Based on Employee Status and Work Area

(dalam satuan orang / in people)

| Status Kepegawaian Employee Status | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | KP | AP/KR/KC | Total | KP | AP/KR/KC | Total | KP | AP/KR/KC | Total |
| Karyawan Tetap Permanent employees | 472 | 4.048 | 4.520 | 474 | 4.249 | 4.723 | 464 | 4.558 | 5.022 |
| Karyawan Tidak Tetap (Kontrak) Non-Permanent Employees (Contract) | 3 | 3.310 | 3.313 | 2 | 3.194 | 3.196 | - | 2.927 | 2.927 |

| Status Kepegawaian<br>Employee Status | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | KP | AP/KR/KC | Total | KP | AP/KR/KC | Total | KP | AP/KR/KC | Total |
| **Total** | 475 | 7.208 | 7.833 | 476 | 7.443 | 7.919 | 464 | 7.485 | 7.949 |

KP : Kantor Pusat
AP/KR/KC : Anak Perusahaan/Kantor Regional/Kantor Cabang
KP : Headquarters
AP/KR/KC : Subsidiary/Regional Office/Branch Office

## Komposisi Karyawan Non Pegawai/Magang Berdasarkan Jenis Kelamin dan Penempatan

## Composition of Non-Employee/Interns Based on Gender and Placement

### Tabel Komposisi Karyawan Non Pegawai/Magang Berdasarkan Jenis Kelamin dan Penempatan

Table of Composition of Non-Employee/Intern Employees Based on Gender and Work Area

(dalam satuan orang / in people)

| Wilayah Kerja<br>Working area | 2025 | | | | |
|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total |
| Bali | - | - | - | - | - |
| Jawa | 164 | 43 | 207 | 57 | 371 |
| Kalimantan | - | - | - | - | - |
| Sulawesi | - | - | - | - | - |
| Sumatra | - | - | 8 | - | 8 |
| **Total** | 164 | 43 | 215 | 57 | 379 |

| Wilayah Kerja<br>Working area | 2024 | | | | |
|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total |
| Bali | 1 | 0% | 4 | 1% | 5 |
| Jawa | 168 | 46% | 175 | 48% | 343 |
| Kalimantan | 1 | 0% | 1 | 0% | 2 |
| Sulawesi | 0 | 0% | 0 | 0% | 0 |
| Sumatra | 5 | 2% | 4 | 2% | 10 |
| **Total** | **175** | **49%** | **185** | **51%** | **360** |

| Wilayah Kerja<br>Working area | 2023 | | | | |
|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total |
| Bali | 0 | 0% | 0 | 0% | 0 |
| Jawa | 8 | 42% | 11 | 58% | 19 |
| Kalimantan | 0 | 0% | 0 | 0% | 0 |

| Wilayah Kerja<br>Working area | 2023 | | | | |
|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total |
| Sulawesi | 0 | 0% | 0 | 0% | 0 |
| Sumatra | 0 | 0% | 0 | 0% | 0 |
| **Total** | **8** | **42%** | **11** | **58%** | **19** |

### Tabel Komposisi Tenaga Alih Daya Berdasarkan Jenis Kelamin dan Penempatan
Table of Outsourced Workforce Composition based on Gender and Placement

(dalam satuan orang / in people)

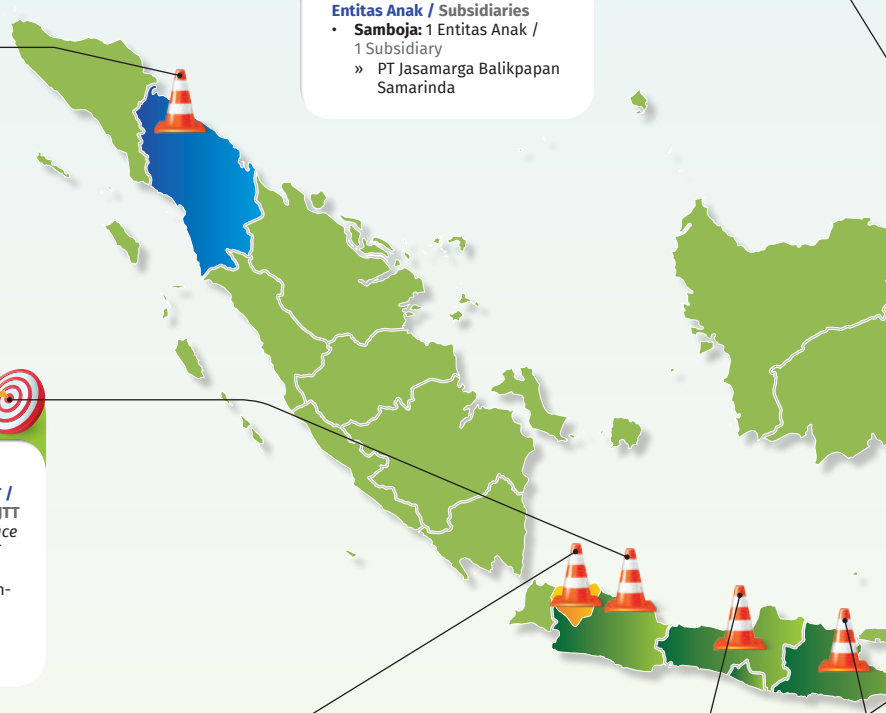
| Wilayah Kerja<br>Working area | 2025 | | | | |
|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total |
| Kantor Pusat<br>Head Office | 57 | 18,75% | 0 | 0% | 39 |
| Regional Metropolitan Tollroad | 41 | 19,71% | 5 | 2,40% | 46 |
| Regional Nusantara Tollroad | 2 | 0,96% | 0 | 0% | 2 |
| Kantor RO1 dan Kantor Pusat JTT<br>RO1 Office and JTT Head Office | 42 | 20,19% | 3 | 1,44% | 45 |
| Kantor RO2 Palikanci<br>RO2 Palikanci Office | 25 | 12,02% | 2 | 0,96% | 27 |
| Kantor RO2 Semarang<br>RO2 Semarang Office | 26 | 12,50% | 1 | 0,48% | 27 |
| Kantor RO3 Surabaya<br>RO3 Surabaya Office | 21 | 10,10% | 1 | 0,48% | 22 |
| **Total** | **214** | **94,23%** | **12** | **5,77%** | **208** |

### Tabel Komposisi Tenaga Alih Daya Berdasarkan Jenis Kelamin dan Penempatan
Table of Outsourced Workforce Composition based on Gender and Placement

(dalam satuan orang / in people)

| Wilayah Kerja<br>Working area | 2024 | 2023 |
|---|---|---|
| Kantor Pusat<br>Head Office | 197 | 195 |
| Regional Metropolitan Tollroad | 35 | 0 |
| Regional Nusantara Tollroad | 2 | 2 |
| PT Jasamarga Transjawa Tol | 102 | 0 |
| PT JMRB | 37 | 21 |
| PT JMTO | 2870 | 3043 |
| PT JMTM | 54 | 54 |
| **Total** | **3297** | **3315** |

# Wilayah Operasional [OJK C.3, GRI 2-1, GRI 2-6]
# Operational Area



## Sumatera Utara
North Sumatra

*Representative Office*
- **Medan:** 1 *Representative Office*
  - » Representative Office 1, Jasamarga Nusantara Tollroad Regional Division (Ruas/Segment Belawan-Medan- Tj. Morawa)

**Entitas Anak / Subsidiaries**
- Deli Serdang: 1 Entitas Anak/ 1 Subsidiaries
  - » PT Jasamarga Kualanamu Tol

## Kalimantan Timur
East Kalimantan

**Entitas Anak / Subsidiaries**
- **Samboja:** 1 Entitas Anak / 1 Subsidiary
  - » PT Jasamarga Balikpapan Samarinda

## Jawa Barat
West Java

*Representative Office*
- **Bandung:** *1 Representative Office*
  - » Representative Office 3 Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Cikampek-Padalarang-Cileunyi)
- **Subang:**
  - >> PT Jasamarga Akses Patimban

*Representative Office* dari PT JTT / Representative Office under PT JTT
- **Cirebon:** *1 Representative Office*
  - » Representative Office 2 PT Jasamarga Transjawa Tol (Ruas/Segment Palimanan-Kanci)

## Jabodetabek

**Kantor Pusat / Head Office**
- **Jakarta:** 1 Kantor Pusat / 1 Head Office
  - » PT Jasa Marga (Persero) Tbk

**Regional / Regions**
- **Jakarta:** 2 Regional / 2 Regions
  - » Jasamarga Metropolitan Tollroad Regional Division
  - » Jasamarga Nusantara Tollroad Regional Division

*Representative Office*
- **Jakarta:** *2 Representative Offices*
  - » *Representative Office 1*, Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Jagorawi, JORR E1 E2 E3 W2S, Pondok Aren-Ulujami)
  - » *Representative Office 2*, Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Cawang-Tomang-Pluit atau/or Dalam Kota/Innercity Ring Road, Ruas/Segment Sedyatmo, Ruas/Segment Jakarta-Tangerang)

**Entitas Anak / Subsidiaries**
- **Jakarta:** 5 Entitas Anak / 5 Subsidiaries
  - » PT Jasamarga Japek Selatan
  - » PT Jasamarga Related Business
  - » PT Jasamarga Tollroad Operator
  - » PT Jasamarga Tollroad Maintenance
- **Bogor:** 1 Entitas Anak/ 1 Subsidiaries
  - » PT Marga Sarana Jabar
- **Tangerang:** 1 Entitas Anak/ 1 Subsidiaries
  - » PT Jasamarga Kunciran Cengkareng
- **Tangerang Selatan / South Tangerang:** 2 Entitas Anak/ 2 Subsidiaries
  - » PT Cinere Serpong Jaya
  - » PT Marga Trans Nusantara
- **Bekasi:** 1 Entitas Anak / 1 Subsidiaries
  - » PT Jasamarga Transjawa Tol

**Ventura Bersama / Joint Venture**
- **Jakarta:** 1 Ventura Bersama / 1 Joint Venture
  - » PT Marga Lingkar Jakarta

**Ventura Bersama dari PT JTT / Joint Ventures under PT JTT**
- **Jakarta:** 1 Ventura Bersama dari PT JTT / 1 Joint Venture under PT JTT
  - » PT Jasamarga Jalanlayang Cikampek

*Representative Office* dari PT JTT / Representative Office under PT JTT
- **Bekasi:** *1 Representative Office*
  - » *Representative Office* 1 PT Jasamarga Transjawa Tol (Ruas/Segment Jakarta-Cikampek)

## Bali

**Entitas Anak / Subsidiaries**
- **Denpasar:** 1 Entitas Anak / 1 Subsidiaries
  - » PT Jasamarga Bali Tol

## Jawa Tengah/DIY
Central Java/Special Region of Yogyakarta

**Entitas Anak / Subsidiaries**
- **Yogyakarta:** 1 Entitas Anak / 1 Subsidiary
  - » PT Jasamarga Jogja Bawen
  - » PT Jasamarga Jogja Solo

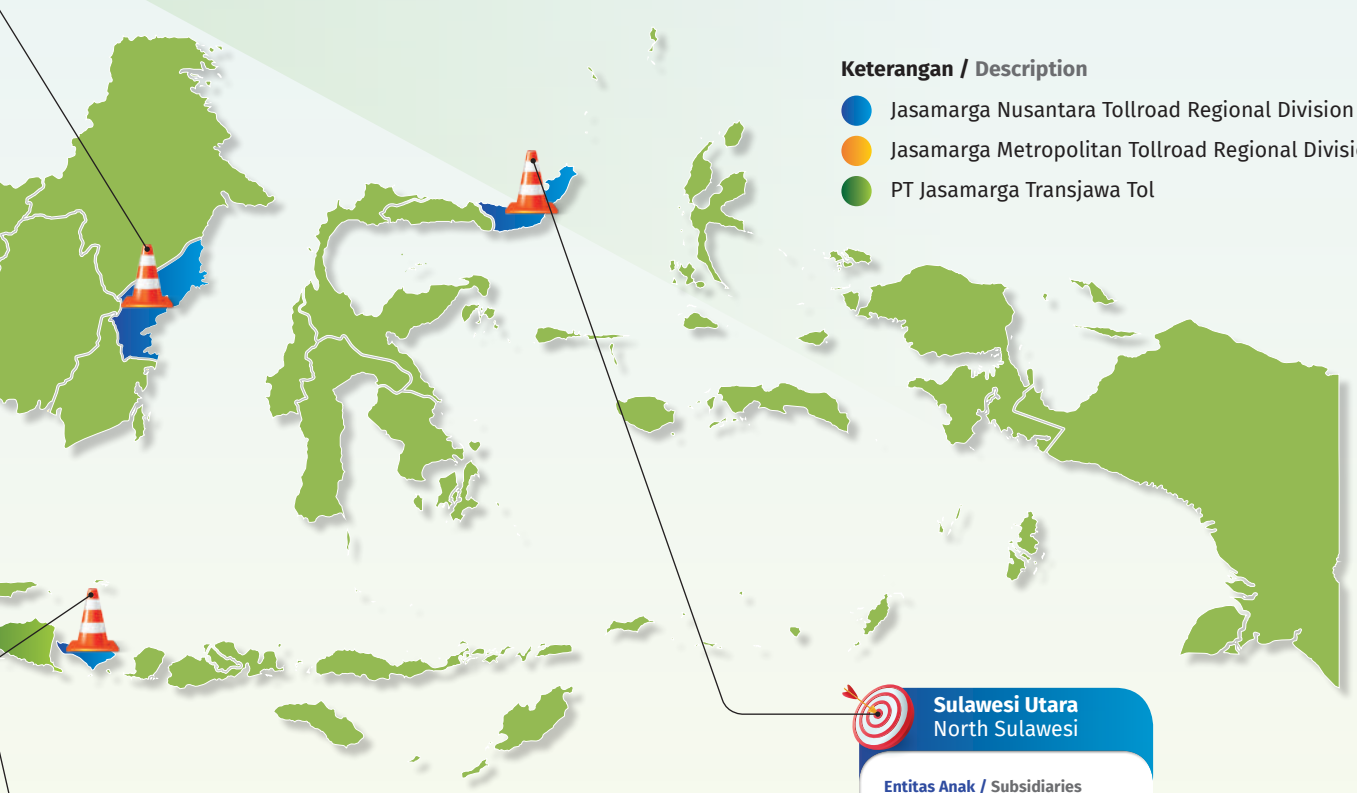
**Entitas Anak dari PT JTT / Subsidiaries under PT JTT**
- **Semarang:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
  - » PT Jasamarga Semarang-Batang
- **Boyolali:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
  - » PT Jasamarga Solo Ngawi

**Ventura Bersama dari PT JTT / Joint Ventures under PT JTT**
- **Semarang:** 1 Ventura Bersama dari PT JTT / 1 Joint Venture under PT JTT
  - » PT Trans Marga Jateng

*Representative Office* dari PT JTT / Representative Office under JTT
- **Semarang:** *1 Representative Office*
  - » Representative Office 2 PT Jasamarga Transjawa Tol (Ruas/Segment Semarang Seksi/Section A,B,C)

Wilayah operasional Perseroan mencakup wilayah Negara Republik Indonesia baik wilayah Indonesia Barat, wilayah Indonesia Tengah maupun Indonesia Timur. Sampai dengan 31 Desember 2025, Perseroan memiliki 1 (satu) Kantor Pusat, 2 (dua) Kantor Regional, 4 (empat) Representative Office, 17 Entitas Anak, 1 (satu) ventura bersama, 3 (tiga) Representative Office melalui PT Jasamarga Transjawa Tol (JTT), 8 (delapan) Entitas Anak melalui PT JTT, serta 3 (tiga) ventura bersama melalui PT JTT.

The Company's operational area covers the territory of the Republic of Indonesia, both West Indonesia, Central Indonesia and East Indonesia. As of December 31, 2025, the Company has 1 (one) Head Office, 2 (two) Regional Offices, 4 (four) Representative Offices, 17 Subsidiaries, 1 (one) joint ventures, 3 (three) Representative Offices through PT Jasamarga Transjawa Tol (JTT), 8 (eight) Subsidiaries through PT JTT, and 3 (three) joint ventures through PT JTT.




**Sulawesi Utara**
North Sulawesi

**Entitas Anak / Subsidiaries**
- **Manado:** 1 Entitas Anak / 1 Subsidiary
  - » PT Jasamarga Manado Bitung

**Jawa Timur**
East Java

**Entitas Anak / Subsidiaries**
- **Probolinggo:** 1 Entitas Anak / 1 Subsidiary
  - » PT Jasamarga Probolinggo Banyuwangi

**Entitas Anak dari PT JTT / Subsidiaries under PT JTT**
- **Madiun:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
  - » PT Jasamarga Ngawi Kertosono Kediri
- **Sidoarjo:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
  - » PT Jasamarga Surabaya Mojokerto
- **Pasuruan:** 1 Entitas Anak dari PT JTT / 1 Subsidiary under PT JTT
  - » PT Jasamarga Gempol Pasuruan

***Representative Office* dari PT JTT / Representative Office under JTT**
- **Surabaya :** *1 Representative Office*
  - » Representative Office 3 PT Jasamarga Transjawa Tol (Ruas/Segment Surabaya-Gempol)

**Ventura Bersama dari PT JTT / Joint Ventures under PT JTT**
- **Pasuruan:** 1 Ventura Bersama dari PT JTT/ 1 Joint Venture under PT JTT
  - » PT Jasamarga Pandaan Tol
- **Malang:** 1 Ventura Bersama dari PT JTT / 1 Joint Venture under PT JTT
  - » PT Jasamarga Pandaan Malang

**Tabel Wilayah Operasional Selama 5 (Lima) Tahun Terakhir / Table of Operational Areas for The Last 5 (Five) Years**

| Jaringan Kantor | 2025 | 2024 | 2023 | 2022 | 2021 | Office Networks |
|---|---|---|---|---|---|---|
| Kantor Pusat | 1 | 1 | 1 | 1 | 1 | Head Office |
| Kantor Regional | 2 | 2 | 2 | 2 | 3 | Regions Office |
| *Representative Office* | 4 | 4 | 4 | 4 | 8 | Representative Office |
| Entitas Anak | 17 | 17 | 16 | 16 | 19 | Subsidiary |
| Ventura Bersama | 1 | 2 | 2 | 2 | 7 | Joint Venture |
| *Representative Office* dari PT JTT | 3 | 3 | 4 | 3 | - | Representative Office under PT JTT |
| Entitas Anak dari PT JTT | 8 | 6 | 5 | 2 | - | Subsidiaries under PT JTT |
| Ventura Bersama dari PT JTT | 3 | 3 | 4 | 7 | - | Joint Ventures under PT JTT |

# Aktivitas, Rantai Nilai dan Hubungan Bisnis Lainnya

## Activities, Value Chain and Other Business Relationships

**Gambar/*Image*:**
Jasa Marga pastikan layanan transaksi di gerbang tol berjalan dengan optimal



## Kegiatan Usaha yang Dijalankan

**[OJK C.4, GRI 2-6]**

Kegiatan usaha yang dijalankan Perseroan mengacu pada Anggaran Dasar terakhir, sebagaimana tertuang dalam Akta No. 40 tanggal 19 Juli 2021, yang dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito S.H., Notaris di Jakarta, dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dalam Keputusan No. AHU-AH.01.03-0429854 tanggal 21 Juli 2021 serta telah didaftarkan dalam Daftar Perseroan No. AHU-0125817. AH.01.11.TAHUN2021 tanggal 21 Juli 2021, Pasal 3 ayat (1), maksud dan tujuan Perseroan ialah turut serta melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang Pengusahaan Jalan Tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip Perseroan Terbatas.

## Business Activities Carried Out

**[OJK C.4, GRI 2-6]**

The Company's business activities refer to the latest Articles of Association, as stated in Deed No. 40 dated July 19, 2021, made before Ir. Nanette Cahyanie Handari Adi Warsito S.H., Notary in Jakarta, and has been approved by the Minister of Law and Human Rights in Decree No. AHU-AH.01.03-0429854 dated July 21, 2021 and has been registered in the Company Register No. AHU-0125817.AH.01.11.YEAR 2021 dated July 21, 2021. The purpose and objectives of the Company are to participate in implementing and supporting Government policies and programs in the fields of economics and national development in general, especially development in the field of Toll Road Business with supporting facilities by applying the principles of a limited liability company.

Berdasarkan Anggaran Dasar, kegiatan usaha dan kegiatan usaha penunjang Perseroan adalah sebagai berikut:

1. Kegiatan Usaha Perseroan meliputi:
   a. Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau preservasi jalan tol.
   b. Mengusahakan lahan di ruang milik jalan tol (rumijatol) dan lahan yang berbatasan dengan ruang milik jalan tol (rumijatol) untuk tempat istirahat dan pelayanan, berikut dengan fasilitas-fasilitas dan usaha lainnya.
   c. Melakukan kegiatan pengembangan kawasan yang terintegrasi dengan pengembangan jaringan jalan tol.
   d. Melakukan kegiatan di bidang jasa layanan preservasi dan pengoperasian jalan tol.
   e. Aktivitas jalan tol, mencakup pelayanan lalu lintas kendaraan melalui jalan atau jembatan tol.
   f. Melakukan investasi termasuk penyertaan modal pada perusahaan lainnya sejalan dengan dan untuk mencapai maksud dan tujuan Perseroan.
2. Kegiatan Usaha Penunjang meliputi:
   Bidang pengembangan jasa untuk usaha-usaha yang terkait dengan moda-moda/sarana transportasi, pendistribusian material cair/padat/gas, jaringan sarana informasi, teknologi dan komunikasi, terkait dengan koridor jalan tol dengan memperhatikan Peraturan Perundang-undangan.

Seluruh kegiatan usaha utama yang tercantum dalam Anggaran Dasar Perseroan telah dijalankan.

Based on the Articles of Association, the Company's business activities and supporting business activities are as follows:

1. The Company's business activities include:
   a. Carrying out technical planning, construction implementation, operation and/or preservation of toll roads.
   b. Cultivating land in toll road areas (rumijatol) and land bordering toll road areas (rumijatol) for rest and service areas, along with other facilities and businesses.
   c. Carrying out integrated area development activities with toll road network development.
   d. Carrying out activities in the field of toll road preservation and operation services.
   e. Toll road activities, including vehicle traffic services via toll roads or bridges.
   f. Making investments including equity participation in other companies in line with and to achieve the Company's goals and objectives.
2. Supporting Business Activities include:
   The development of services related to transportation modes/facilities, the distribution of liquid/solid/gas materials, information, technology, and communication infrastructure networks, in connection with toll road corridors, in compliance with prevailing laws and regulations.

All main business activities listed in the Company's Articles of Association have been carried out.

**Gambar/*Image***
Signage Jalan Tol Jagorawi

# Rantai Nilai [GRI 2-6]
Value Chain

## Rantai Nilai dalam Operasi dan Bisnis Jasa Marga [2-6]
Value Chain in Jasa Marga Operations and Business

**Kebutuhan jalan tol dari Pemerintah Indonesia (Kementerian Pekerjaan Umum dan Perumahan Rakyat dan Kementerian Perhubungan)**

Toll road program from Indonesian Government (Ministry of Public Works and Housing and Ministry of Transportation)

**Proses pengadaan dan penunjukan konstruksi, serta konsesi pengelolaan, dan pemeliharaan jalan tol**

Procurement and appointment process of construction, as well as management concession and maintenance of toll road.

**Proses konstruksi/ pembangunan jalan tol. Hingga akhir tahun 2024, sebanyak 446,4 km/ruas jalan tol sedang dalam proses konstruksi/ pembangunan oleh Jasa Marga Group.**

**Pendapatan konstruksi bagi Jasa Marga Group.**

The process of toll road construction construction. Until the end of 2024, as many as 446.4 km/toll road sections are under construction/construction by Jasa Marga Group.

Construction revenue for Jasa Marga Group.

**Jasa Marga telah berpengalaman selama lebih dari 40 tahun dalam bidang pembangunan dan pengoperasian jalan tol di berbagai wilayah Indonesia.**

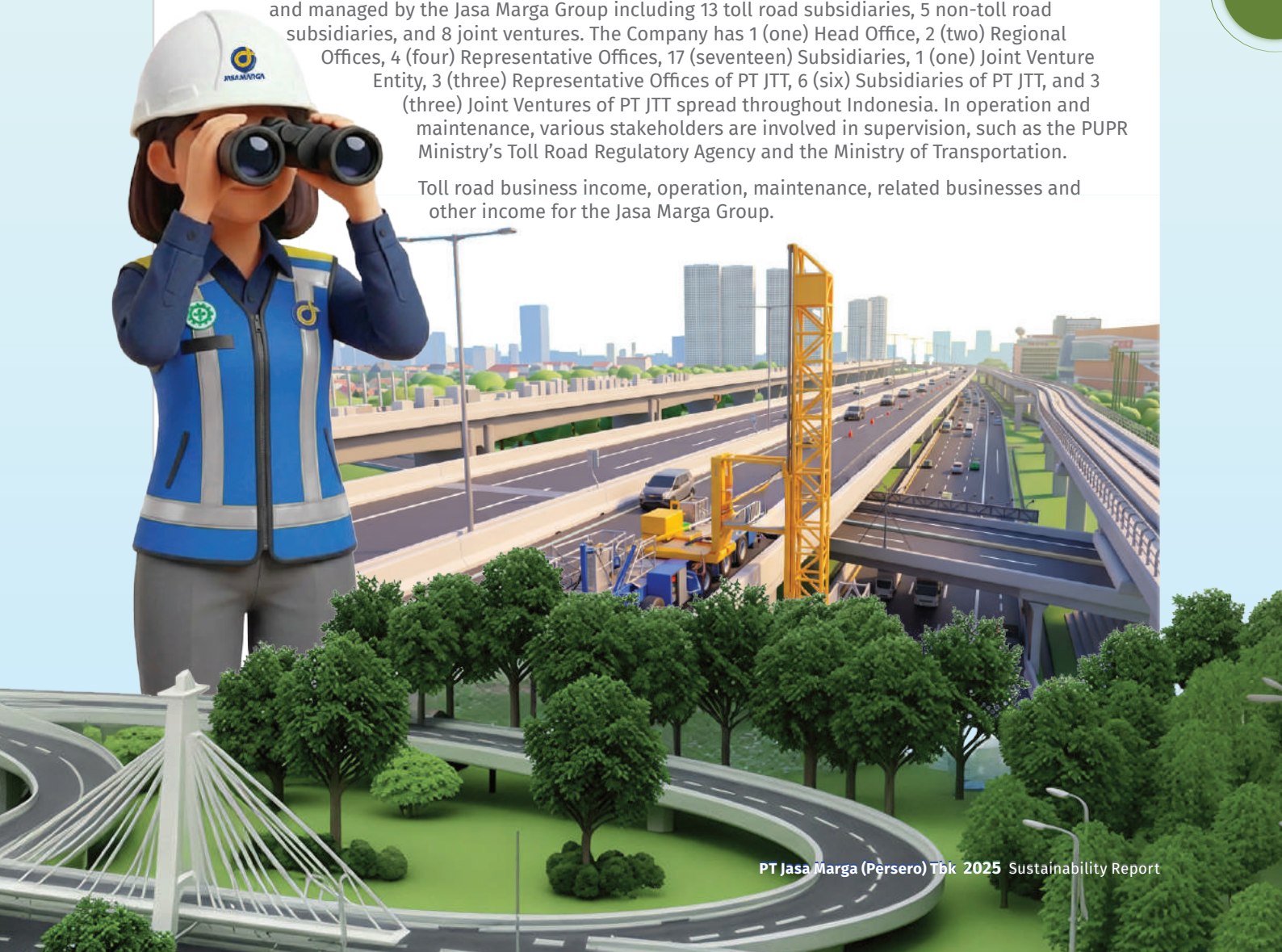
Jasa Marga has more than 40 years of experience in the field of toll road construction and operation in various regions of Indonesia.

**Operasi dan pemeliharaan jalan tol oleh entitas tersendiri sesuai undang-undang tentang jalan. Hingga akhir tahun 2025, sebanyak 36 konsesi jalan tol dengan total panjang jalan mencapai 1.736 tol km dan 1.294 km telah dioperasikan dan dikelola oleh Jasa Marga Group mencakup 13 entitas anak bidang jalan tol, 5 entitas anak di bidang non jalan tol, dan 8 ventura bersama. Perseroan memiliki 1 (satu) Kantor Pusat, 2 (dua) Regional, 4 (empat) Representative Offices, 17 (tujuh belas) Entitas Anak, 1 (satu) Entitas Ventura Bersama, 3 (tiga) Representative Offices dari PT JTT, 6 (enam) Entitas Anak dari PT JTT, dan 3 (tiga) Ventura Bersama dari PT JTT yang tersebar di seluruh Indonesia. Dalam operasi dan pemeliharaan, berbagai pemangku kepentingan terlibat dalam pengawasan, seperti Badan Pengatur Jalan Tol Kementerian PUPR serta Kementerian Perhubungan.**

**Pendapatan usaha jalan tol, pengoperasian, pemeliharaan, bisnis terkait, dan pendapatan lainnya bagi Jasa Marga Group.**

Toll road operation and maintenance by separate entity in accordance with road laws. By the end of 2025, 36 toll road concessions with a total road length of 1,294 km and 1,286 km have been operated and managed by the Jasa Marga Group including 13 toll road subsidiaries, 5 non-toll road subsidiaries, and 8 joint ventures. The Company has 1 (one) Head Office, 2 (two) Regional Offices, 4 (four) Representative Offices, 17 (seventeen) Subsidiaries, 1 (one) Joint Venture Entity, 3 (three) Representative Offices of PT JTT, 6 (six) Subsidiaries of PT JTT, and 3 (three) Joint Ventures of PT JTT spread throughout Indonesia. In operation and maintenance, various stakeholders are involved in supervision, such as the PUPR Ministry's Toll Road Regulatory Agency and the Ministry of Transportation.

Toll road business income, operation, maintenance, related businesses and other income for the Jasa Marga Group.



# Pembagian Kewenangan Berdasarkan Rantai Nilai
## Division of Authority Based on Value Chain

**Rantai Nilai Jalan Tol**
Toll Road Value Chain

| *Pre Toll Road Concession Agreement* | Pengembangan Development | |
|---|---|---|
| ***Planning*** | **Pengembangan Proyek**<br>Project Development | **Desain dan Teknik**<br>Design and Engineering |

### *Planning & FS*

- Analisis arus lalu lintas
- Analisis dampak ekonomi terhadap wilayah pengembangan
- Perencanaan penggunaan tanah terintegrasi
- Konsultasi dan persetujuan pengembangan
- Perencanaan akuisisi tanah
- Pra-FS & FS
- AMDAL
- Basic Design
- Struktur pendanaan
- Traffic flow analysis
- Analysis of economic impact on the development area
- Integrated land use planning
- Development consultation and agreement
- Land acquisition planning
- Pre-FS & FS
- AMDAL
- Basic Design
- Funding structure

### Pelaksanaan Tender
### Tender Execution

Tender & Kontrak
Tenders & Contracts

### *Commercial Asset Planning*

- Strategi asset dan konsep komersial
- Analisis penggunaan rightof way (kabel optic, pipa gas, dll)
- Proyeksi keuangan asset
- Mitigasi dan penyelesaian konflik
- Manajemen risiko komersial
- Asset strategy and commercial concept
- Analysis of right of way usage (optical cables, gas pipelines, etc.)
- Asset financial projections
- Conflict mitigation and resolution
- Commercial risk management

### Rencana Investasi dan Pendanaan
### Investment and Funding Plan

- Strategi portfolio
- Model keuangan
- Strategi pendanaan
- Pengumpulan dana
- Due diligence
- Manajemen risiko investasi
- Portofolio Strategy
- Financial Model
- Funding strategy
- Fund raising
- Due diligence
- Investment risk management

### Akuisisi Tanah
### Land acquisition

- Akuisisi tanah dan safeguarding
- Dana talangan tanah
- Land acquisition and safeguarding
- Land bailout

### Manajemen Proyek
### Project Management

- Administrasi kontrak
- Perencanaan dan penjadwalan
- Pengendalian proyek
- Design assurance
- Persetujuan dan perizinan
- Analisis risiko proyek
- Contract administration
- Planning and scheduling
- Project control
- Design assurance
- Approval and licensing
- Project risk analysis

### Arsitektur dan Desain
### Architecture and Design

- Arsitektur jalan dan jembatan (termasuk penerangan)
- Arsitektur terowongan
- Architecture of roads and bridges (including lighting)
- Architecture of tunnels

### Rekayasa Teknis
### Technical engineering

- Desain dan rekayasa teknik
- Pemodelan teknis dan pengujian
- Engineering design and engineering
- Technical modeling and testing

**Direktur Pengembangan Usaha**
Director Of Business Development

**Rantai Nilai Pertumbuhan Bisnis**
Business Growth Value Chain

**Perencanaan Strategis**
Strategic Planning

**Pengembangan Bisnis**
Business Development

**Manajemen Litbang**
R&D Management

**Direktur Utama, Direktur Keuangan Dan Manajemen Risiko**
President Director, Director of Finance and Risk Management

**Direksi**
Management

**Manajemen Portofolio**
Portfolio Management

**Merger dan Akuisisi**
Mergers and Acquisitions

**Manajemen Kinerja**
Performance Management

**Direktur Keuangan Dan Manajemen Risiko**
Director Of Finance And Risk Management

**Kapabilitas Fungsi Pendukung**
Support Function Capabilities

| Pengembangan<br>Development | | Operasi<br>Operation | | *Transfer* |
|---|---|---|---|---|
| **Pengadaan/Kontrak**<br>Procurement/Contract | **Konstruksi**<br>Construction | **Operasi dan Redefining Aset**<br>Operation and Redefining Assets | | ***Divestasi*** |
| **Manajemen Proyek**<br>**Project Management**<br>• Kesehatan, keselamatan, keamanan, dan lingkungan<br>• Kesiapan pelatihan dan operasional<br>• Quality control dan commissioning<br>• Analisis forensik keterlambatan<br>• Manajemen sub-kontraktor<br>• Health, safety, security, and environment<br>• Training and operational readiness<br>• Quality control and commissioning<br>• Forensic analysis of delays | | **Operasi Aset**<br>**Asset Operations**<br>Kontrak Manajemen Operasi Operations Management Contracts<br>**Operasi Aset Sekitar Jalan Tol**<br>**Asset Operations Around Toll Roads**<br>TIP, Penyewaan, Periklanan<br>TIP, Leasing, Advertising<br>**Manajemen Fasilitas dan Pemeliharaan**<br>**Facility Management and Maintenance**<br>Kontrak Manajemen Pemeliharaan<br>Maintenance Management Contracts<br>**Modifikasi Aset**<br>**Asset Modification**<br>Peningkatan Kapasitas<br>Capacity Building<br>**Rekayasa Teknis**<br>**Technical Engineering**<br>• Manajemen portfolio<br>• Manajemen pendanaan<br>• Manajemen performa keuangan<br>• Manajemen pricing dan komersial<br>• Portfolio management<br>• Funding management<br>• Financial performance management<br>• Pricing and commercial management | **Operasi Aset**<br>**Asset Operations**<br>• Manajemen lalu lintas<br>• Manajemen transaksi<br>• Layanan lalu lintas<br>• Layanan Transaksi<br>• Tollroad comman center<br>• Traffic management<br>• Transaction management<br>• Traffic services<br>• Transaction Services<br>• Tollroad comman cente<br>**Manajemen Fasilitas dan Pemeliharaan**<br>**Facility Management and Maintenance**<br>• Manajemen Pemeliharaan<br>• Layanan Pemeliharaan<br>• Maintenance Management<br>• Maintenance Services | **Penjualan Aset**<br>**Asset Sales**<br>• Valuasi aset<br>• Pemasaran dan penjualan aset<br>• Pemindahtanganan aset kepada pihak lain<br>• Asset valuation<br>• Marketing and asset sales<br>• Transfer of assets to other parties<br>**Penyelesaian Konsesi**<br>**Concession Settlement**<br>Pemindahtanganan aset kepada pemerintah<br>Transfer of assets to the government |
| **Pengadaan**<br>**Procurement**<br>• Seleksi vendor/ sub-kontraktor<br>• Manajemen vendor<br>• Persiapan tender dan eksekusi<br>• Penentuan milestone dan jadwal<br>• Eksekusi pengadaan<br>• QA/QC<br>• Vendor selection/ sub-contractors<br>• Vendor management<br>• Tender preparation and execution<br>• Milestone and schedule determination<br>• Procurement execution<br>• QA/QC | **Pengadaan**<br>**Procurement**<br>• Pembentukan situs<br>• Pekerjaan tanah, blasting, dan saluran air<br>• Pekerjaan bawah tanah dan terowongan<br>• Konstruksi jembatan<br>• Konstruksi jalan<br>• Instalasi listrik<br>• Pekerjaan finishing<br>• Site formation<br>• Earthworks, blasting, and waterways<br>• Underground and tunnel works<br>• Bridge construction<br>• Road construction<br>• Electrical installations<br>• Finishing works | | | |

**Direktur Pengembangan Usaha**
Director of Business Development

**Direktur Bisnis**
Director of Business

**Direktur Operasi**
Director Of Operations

**Direktur Bisnis**
Director Of Business

**Pengadaan**
Procurement

**Komunikasi Perusahaan**
Corporate Communication

**Keuangan**
Finance

**Strategi SDM**
HR Strategy

**Regional**

**Aset**
Assets

**Hukum**
Law

**GCG**

**CDP**

**CSR**

**Hubungan Investor**
Investor Relations

**Manajemen Mutu**
Quality Management

**IT**

***Corporate Secretary and Chief Administration Officer***

**Manajemen Risiko**
Risk Management

**Transformasi**
Transformation

**Direktur Bisnis**
Director of Business

**Hubungan Korporat**
Corporate Relations

***Audit Internal***

**Direktur Keuangan dan Manajemen Risiko**
Director Of Finance And Risk Management

**SDM Ops**

**Direktur Utama**
President Director

**Direktur Human Capital Dan Transformasi**
Director of Human Capital and Transformation

## Aktivitas Organisasi, Produk, Layanan dan Pasar yang Dilayani [OJK C.4, GRI 2-6]

Produk dan layanan Jasa Marga dikelompokkan ke dalam tiga bidang utama, yaitu Bisnis Konsesi Jalan Tol, Bisnis Pengoperasian Tol, serta Bisnis Prospektif. Pada bidang konsesi jalan tol, hingga akhir Desember 2025 Perseroan memegang hak konsesi atas 36 ruas jalan tol dengan total panjang 1.736 km, yang diperoleh melalui tender, akuisisi, maupun prakarsa sendiri. Pengoperasian konsesi tersebut dikelola dalam dua Regional serta melalui entitas anak di bawah subholding PT Jasamarga Transjawa Tol (JTT). Sampai penutup tahun 2025, dari keseluruhan panjang konsesi yang dimiliki, sepanjang 1.294 km telah resmi beroperasi.

Perseroan menjalankan bisnis pengoperasian jalan tol melalui Entitas Anak, yaitu PT Jasamarga Tollroad Operator (JMTO). Layanan yang diberikan oleh Perseroan antara lain adalah layanan transaksi, layanan lalu lintas serta dan layanan preservasi atau pemeliharaan. Layanan transaksi berhubungan dengan ketersediaan maupun kecepatan alat dan sistem di gerbang tol untuk memproses transaksi yang dilakukan oleh setiap pengguna jalan tol. Layanan lalu lintas adalah serangkaian upaya kegiatan yang meliputi perencanaan, pengadaan, pemasangan, pengaturan, dan pemeliharaan fasilitas perlengkapan jalan dalam rangka mewujudkan, mendukung, dan memelihara keamanan, keselamatan, ketertiban, dan kelancaran lalu lintas khususnya di jalan tol. Selain layanan pengoperasian jalan tol, PT JMTO juga menyediakan layanan teknologi informasi dan layanan Electronic Toll Collection (ETC) sebagai pendukung operasional jalan tol. Pengoperasian jalan tol melalui induk sebanyak 9 (sembilan) ruas, melalui Entitas Anak, Ventura Bersama serta Entitas Anak dan Ventura Bersama dari PT JTT sebanyak 25 ruas, melalui BUJT di Luar Kelompok Usaha Jasa Marga sebanyak 7 (tujuh) ruas. Sementara, layanan manajemen preservasi jalan tol dan konstruksi yang diberikan Perseroan dilakukan melalui Entitas Anak, yaitu PT Jasamarga Tollroad Maintenance (JMTM) sebanyak 26 ruas.

Perseroan juga menjalankan lini bisnis prospektif untuk meningkatkan pertumbuhan kinerjanya dengan mengoptimalkan potensi usaha dan aset di ruang milik jalan tol (Rumija) di sepanjang ruas jalan milik Jasa Marga Grup. Lini bisnis prospektif ini dikelola oleh Entitas Anak, yaitu PT Jasamarga Related Business (JMRB) yang bergerak di bidang Toll Corridor Development (TCD), Tempat Istirahat dan Pelayanan (TIP), utilitas, building management, serta bisnis komersil. Adapun Tempat Istirahat dan Pelayanan (TIP) milik PT Jasamarga Related Business (JMRB) Tahun 2025 yaitu sebanyak 27 (dua puluh tujuh) TIP yang tersebar di 11 (sebelas) ruas jalan tol.

## Organizational Activities, Products, Services, and Markets Served [OJK C.4, GRI 2-6]

Jasa Marga's products and services are categorized into three main business segments, namely Toll Road Concession Business, Toll Road Operation Business, and Prospective Business. In the toll road concession segment, as of the end of December 2025, the Company held concession rights for 36 toll road sections with a total length of 1,736 km, obtained through tenders, acquisitions, and unsolicited initiatives. The operation of these concessions was managed under two Regional divisions as well as through subsidiaries under the subholding PT Jasamarga Transjawa Tol (JTT). By the end of 2025, out of the total concession length, 1,294 km had been officially operationai.

The company operates its toll road business through its subsidiary, PT Jasamarga Tollroad Operator (JMTO).The services provided by the Company included transaction services, traffic services, as well as preservation or maintenance services. Transaction services were related to the availability and speed of equipment and systems at toll gates to process transactions conducted by toll road users. Traffic services comprised a series of activities including the planning, procurement, installation, regulation, and maintenance of road equipment facilities aimed at ensuring and maintaining safety, security, order, and traffic flow, particularly on toll roads. In addition to toll road operational services, PT JMTO also provided information technology services and Electronic Toll Collection (ETC) services to support toll road operations. Toll road operations were carried out through the parent company for 9 (nine) sections, through subsidiaries, joint ventures, and subsidiaries and joint ventures under PT JTT for 25 sections, and through Toll Road Business Entities (BUJT) outside the Jasa Marga Group for 7 (seven) sections. Meanwhile, toll road preservation management and construction services provided by the Company were carried out through its subsidiary, PT Jasamarga Tollroad Maintenance (JMTM), covering 26 sections.

The Company also operates prospective business lines to enhance its performance growth by optimizing business potential and assets within the toll road right-of-way (Rumija) across the Jasa Marga Group's toll road network. These prospective business lines are managed by a subsidiary, PT Jasamarga Related Business (JMRB), which operates in Toll Corridor Development (TCD), Rest Area and Service Facilities (TIP), utilities, building management, and commercial businesses. As of 2025, PT Jasamarga Related Business (JMRB) managed a total of 27 (twenty-seven) Rest Area and Service Facilities (TIP) across 11 (eleven) toll road sections.

Pada tahun 2025, Perseroan telah mengoperasikan 1.294 km ruas jalan tol yang secara geografis tersebar di wilayah Jabodetabek, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, Kalimantan Timur, Sulawesi Utara dan Bali. Secara agregat, Perseroan masih menjadi pemimpin pasar dengan menguasai 43% pangsa pasar dari seluruh operator jalan tol di Indonesia.

In 2025, the Company operated approximately 1,294 km of toll roads across various regions, including Jabodetabek, West Java, Central Java, East Java, North Sumatra, East Kalimantan, North Sulawesi, and Bali. In aggregate, the Company is still the market leader by controlling 43% of the market share of all toll road operators in Indonesia.

**Tabel Pasar yang Dilayani**
Table of Served Markets

| Jaringan<br>Link | Uraian<br>Description |
|---|---|
| Lokasi geografis tempat produk/jasa ditawarkan<br><br>Geographic location where the product/service is offered | Lokasi geografis ruas jalan yang dikelola oleh Jasa Marga dengan 2 (dua) kantor regional 1 (satu) AP *Subholding* dan 7 (tujuh) kantor *representative office*, entitas anak, entitas Asosiasi dan Ventura Bersama secara geografis tersebar di wilayah Jabodetabek, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, Kalimantan Timur, Sulawesi Utara dan Bali.<br>The geographical location of the road sections managed by Jasa Marga with 2 (two) regional offices, 1 (one) AP Subholding and 7 (seven) representative offices, subsidiary entities, association entities and joint ventures are geographically spread across the Jabodetabek, West Java, Central Java, East Java, North Sumatra, East Kalimantan, North Sulawesi and Bali regions. |
| Sektor yang dilayani<br><br>Sectors served | Sebagaimana tugas utama Jasa Marga merencanakan, membangun, mengoperasikan dan memelihara jalan tol, serta sarana kelengkapannya, maka sektor yang dilayani mencakup sektor infrastruktur/konstruksi dan sektor pengelolaan jalan tol dan layanan penunjangnya.<br>As Jasa Marga's main task is to plan, build, operate and maintain toll roads and their supporting facilities, the sectors served include the infrastructure/construction sector and the toll road management sector and its supporting services. |
| Jenis pelanggan dan penerima manfaat<br><br>Types of customers and beneficiaries | Jenis pelanggan dan penerima manfaat dari sektor usaha yang dioperasikan oleh Jasa Marga adalah masyarakat umum pengguna jalan tol dan masyarakat di sekitar rest area sebagai mitra usaha.<br>The types of customers and beneficiaries of the business sector operated by Jasa Marga are the public who use toll roads and the community around rest areas as business partners. |

## Rantai Pasok [GRI 2-6]

Jasa Marga senantiasa berkomitmen untuk meningkatkan kontribusi pemasok lokal dalam kegiatan bisnisnya. Dalam rangka menunjang aktivitas bisnisnya, Jasa Marga telah melibatkan berbagai pemasok barang yang meliputi 166 pemasok (pemasok Barang Nasional/Lokal) dan 36 pemasok (pemasok Jasa Nasional/lokal), dan 229 pemasok (pemasok Barang dan Jasa Nasional/lokal) Sepanjang tahun 2025, Jasa Marga telah bekerja sama dengan 431 pemasok lokal.

## Entitas Hilir [GRI 2-6]

Dalam menjalankan kegiatan bisnisnya, Perseroan juga telah melakukan sinergi dengan entitas hilir yang merupakan Entitas Anak Perseroan. Berikut uraian sinergi Perseroan dengan Entitas Anak di tahun 2025.

## Supply Chain [GRI 2-6]

Jasa Marga is always committed to increasing the contribution of local suppliers in its business activities. To support its business activities, Jasa Marga has involved various suppliers of goods and services including 166 suppliers (National/Local Goods suppliers) and 36 suppliers (National/local Service suppliers), and 229 suppliers (National/local Goods and Services suppliers). Throughout 2025, Jasa Marga has collaborated with 431 local suppliers.

## Downstream Entities [GRI 2-6]

In carrying out its business activities, the Company has also synergized with downstream entities which are the Company's Subsidiaries. The following is a description of the Company's synergy with Subsidiaries in 2025.

## Konsensi Jalan Tol
Toll Road Concession

| Entitas Anak<br>Subsidiary Entity | Sinergi<br>Synergy |
|---|---|
| **PT Marga Sarana Jabar (MSJ)** | Pengusahaan Ruas Jalan Tol Lingkar Bogor dikenal dengan Bogor Outer Ring Road<br>The operation of the Bogor Outer Ring Road Toll Road Section (known as Bogor Outer Ring Road) |
| **PT Cinere Serpong Jaya (CSJ)** | Pengusahaan Ruas Jalan Tol Serpong-Cinere<br>The operation of the Serpong–Cinere Toll Road Section |
| **PT Marga Trans Nusantara (MTN)** | Pengusahaan Ruas Jalan Tol Kunciran Serpong<br>The operation of the Kunciran–Serpong Toll Road Section |
| **PT Jasamarga Kunciran Cengkareng (JKC)** | Pengusahaan Ruas Jalan Tol Kunciran- Cengkareng<br>The operation of the Kunciran–Cengkareng Toll Road Section |
| **PT Jasamarga Japek Selatan (JJS)** | Pengusahaan Ruas Jalan Tol Jakarta–Cikampek Ii Sisi Selatan<br>The operation of the Jakarta–Cikampek II South Side Toll Road Section |
| **PT Jasamarga Jogja Bawen (JJB)** | Pengusahaan Ruas Jalan Tol Yogyakarta – Bawen<br>The operation of the Yogyakarta–Bawen Toll Road Section |
| **PT Jasamarga Probolinggo Banyuwangi (JPB)** | Pengusahaan Ruas Jalan Tol Probolinggo–Banyuwangi<br>The operation of the Probolinggo–Banyuwangi Toll Road Section |
| **PT Jasamarga Kualanamu Tol (JKT)** | Pengusahaan Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi<br>The operation of the Medan–Kualanamu–Tebing Tinggi Toll Road Section |
| **PT Jasamarga Balikpapan Samarinda (JBS)** | Pengusahaan Ruas Jalan Tol Balikpapan- Samarinda<br>The operation of the Balikpapan–Samarinda Toll Road Section |
| **PT Jasamarga Manado Bitung (JMB)** | Pengusahaan Ruas Jalan Tol Manado-Bitung<br>The operation of the Manado–Bitung Toll Road Section |
| **PT Jasamarga Bali Tol (JBT)** | Pengusahaan Ruas Jalan Tol Nusa Dua-Tanjung Benoa<br>The operation of the Nusa Dua–Tanjung Benoa Toll Road Section |
| **PT Jasamarga Jogja Solo (JMJ)** | Pengusahaan Ruas Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo<br>The operation of the Solo–Yogyakarta–NYIA Kulon Progo Toll Road Section |
| **PT Jasamarga Akses Patimban (JAP)** | Pengusahaan ruas jalan tol Akses Patimban<br>The operation of the Patimban Access Toll Road Section |
| **PT Jasamarga Transjawa Tol (JTT)** | Pengusahaan Ruas Jalan Tol Trans Jawa<br>The operation of the Trans Java Toll Road Sections |

## Pengoperasian Jalan Tol
Toll Road Operation

| Entitas Anak<br>Subsidiary Entity | Sinergi<br>Synergy |
|---|---|
| **PT Jasamarga Tollroad Operator (JMTO)** | Jasa Pengoperasian Jalan Tol<br>Toll Road Operation Services |
| **PT Jasamarga Tollroad Maintenance (JMTM)** | Pengusahaan Jasa Preservasi dan Pemeliharaan Jalan Tol, Jasa Konstruksi, Jasa Sewa Alat Berat, serta Penjualan Aspal<br>The operation of Toll Road Preservation and Maintenance Services, Construction Services, Heavy Equipment Rental Services, and Asphalt Sales |

## Bisnis Prospektif
Prospective Business

| Entitas Anak<br>Subsidiary Entity | Sinergi<br>Synergy |
|---|---|
| PT Jasamarga Related Business (JMRB) | Pengembangan Bisnis Properti/*Toll Corridor Development* (TCD) dan pengelolaan operator rest area (Travoy) agar potensi pendapatan dari ekosistem jalan tol bisa lebih optimal.<br>The development of the property business/Toll Corridor Development (TCD) and the management of rest area operations (Travoy) were undertaken to further optimize revenue potential from the toll road ecosystem. |

## Hubungan Bisnis Lain yang Relevan
[GRI 2-6]

Perseroan telah menjalin kerja sama dengan Entitas Asosiasi dan Ventura Bersama di antaranya sebagai berikut.

## Other Relevant Business Relationships
[GRI 2-6]

The Company has established cooperation with Associated Entities and Joint Ventures, including the following.

| Entitas Asosiasi<br>Associated Entities | Sinergi<br>Synergy |
|---|---|
| PT Translingkar Kita Jaya (TLKJ) | Pengusahaan Jalan Tol Cinere-Jagorawi<br>The operation of the Cinere–Jagorawi Toll Road Section |
| PT Marga Lingkar Jakarta (MLJ) | Pengusahaan Jalan Tol JORR W2 Utara (Ulujami – Kebon Jeruk)<br>The operation of the Jakarta Outer Ring Road (JORR) W2 North Section (Ulujami–Kebon Jeruk) |
| PT Bogor Serpong Infra Selaras (BSIS) | Pengusahaan Jalan Tol Bogor-Serpong<br>The operation of the Bogor–Serpong Toll Road Section |

| Ventura Bersama<br>Joint Venture | Sinergi<br>Synergy |
|---|---|
| PT Marga Lingkar Jakarta (MLJ) | Pengusahaan Ruas Jalan Tol Lingkar Luar Jakarta Seksi W2 Utara<br>The operation of the Jakarta Outer Ring Road W2 North Toll Road Section |

Sehubungan dengan telah dilakukannya pengalihan *spin off* atas 13 ruas jalan tol yang dimiliki Perseroan kepada PT JTT per 1 Juli 2022, pengelolaan ruas jalan tol dioperasikan oleh 8 (delapan) Entitas Anak dan 3 (tiga) Ventura Bersama PT JTT.

In connection with the transfer of spin off 13 toll road sections owned by the Company to PT JTT as of July 1, 2022, the management of the toll road sections is operated by 8 (eight) Subsidiaries and 3 (three) Joint Ventures of PT JTT.

| Entitas Anak PT JTT<br>Subsidiary Entity of PT JTT | Sinergi<br>Synergy |
|---|---|
| PT Jasamarga Semarang Batang (JSB) | Perusahaan yang mengoperasikan ruas jalan tol Batang-Semarang<br>The company that operates the Batang-Semarang toll road section |
| PT Jasamarga Solo Ngawi (JSN) | Perusahaan yang mengoperasikan ruas jalan tol Solo-Ngawi<br>The company that operates the Solo-Ngawi toll road section |
| PT Jasamarga Ngawi Kertosono Kediri (JNK) | Perusahaan yang mengoperasikan ruas jalan tol Ngawi-Kertosono-Kediri<br>The company that operates the Ngawi-Kertosono-Kediri toll road section |
| PT Jasamarga Surabaya Mojokerto (JSM) | Perusahaan yang mengoperasikan ruas jalan tol Surabaya- Mojokerto<br>The company that operates the Surabaya-Mojokerto toll road section |

| Entitas Anak PT JTT<br>Subsidiary Entity of PT JTT | Sinergi<br>Synergy |
|---|---|
| **PT Jasamarga Gempol Pasuruan (JGP)** | Perusahaan yang mengoperasikan ruas jalan tol Gempol-Pasuruan<br>The company that operates the Gempol-Pasuruan toll road section |
| **PT Jasamarga Pandaan Tol (JPT)** | Perusahaan yang mengoperasikan ruas jalan tol Gempol-Pandaan<br>The company that operates the Gempol-Pandaan toll road section |
| **PT Lintas Marga Jawa** | Perusahaan yang mengoperasikan ruas Tol Semarang–Solo.<br>The company that operates the Semarang–Solo Toll Road Section. |
| **PT Trans Optima Luhur** | Perusahaan yang mengoperasikan ruas Tol Cibitung–Cilincing (JTCC)<br>The company that operates the Cibitung–Cilincing Toll Road Section (JTCC). |

| Ventura Bersama PT JTT<br>Ventura Bersama PT JTT | Sinergi<br>Synergy |
|---|---|
| **PT Jasamarga Jalanlayang Cikampek (JJC)** | Perusahaan yang mengoperasikan ruas jalan tol Jakarta-Cikampek II Elevated atau yang dikenal dengan jalan tol Layang MBZ<br>The company that operates the Jakarta-Cikampek II Elevated toll road or known as the MBZ Elevated toll road |
| **PT Trans Marga Jateng (TMJ)** | Perusahaan yang mengoperasikan jalan tol Semarang-Solo<br>The company that operates the Semarang-Solo toll road |
| **PT Jasamarga Pandaan Malang (JPM)** | Perusahaan yang mengoperasikan ruas jalan tol Pandaan-Malang<br>The company that operates the Pandaan-Malang toll road section |



## Perubahan Perusahaan yang Bersifat Signifikan pada Organisasi [OJK C.6, GRI 2-6]

Sepanjang tahun 2025, terdapat perubahan Perseroan yang signifikan, di antaranya adalah:

1. Likuidasi PT Jalantol Lingkarluar Jakarta (dalam likuidasi) (JLJ) pada 24 Februari 2025. Likuidasi JLJ yang merupakan entitas anak perusahaan PT Jasa Marga (Persero) Tbk (Jasa Marga atau Perseroan) dengan kepemilikan saham Perseroan di dalamnya sebesar 99,99%. Perseroan melakukan penutupan pada PT Jalantol Lingkarluar Jakarta (dalam likuidasi), melalui mekanisme pembubaran yang diikuti dengan likuidasi. Hal ini merupakan pemenuhan ketentuan Pasal 2 POJK 31/POJK.04/2015 dengan jenis transaksi material Fakta Material.
2. Perubahan Pengendalian PT Jasamarga Jogja Solo (JMJ) pada 24 Juli 2025. Dilakukan addendum terhadap ketentuan pengendalian dalam Perjanjian Pemegang Saham JMJ dari yang bersifat joint control antara Jasa Marga sebagai pemegang saham dengan porsi 52,82% dan PT Adhi Karya (Persero) Tbk dengan porsi saham 47,18%, menjadi pengendalian pada Jasa Marga. Hal ini merupakan pemenuhan ketentuan Pasal 2 POJK 31/POJK.04/2015 Pasal 52 POJK No. 45 Tahun 2024 dengan jenis transaksi material Fakta Material. Perubahan Pengendalian dilakukan melalui perubahan Perjanjian Pemegang Saham, sehingga tidak ada nilai transaksi yang timbul.
3. Perubahan pemegang saham berupa pengalihan kepemilikan saham Negara Republik Indonesia dari BP BUMN kepada PT Danantara.

## Significant Company Changes In The Organization [OJK C.6, GRI 2-6]

Throughout 2025, there were several significant changes within the Company, including:

1. The liquidation of PT Jalantol Lingkarluar Jakarta (in liquidation) (JLJ) on February 24, 2025. The liquidation of JLJ, which was a subsidiary of PT Jasa Marga (Persero) Tbk (Jasa Marga or the Company), in which the Company held a 99.99% ownership interest. The Company carried out the closure of PT Jalantol Lingkarluar Jakarta (in liquidation) through a dissolution mechanism followed by liquidation. This action was undertaken in compliance with the provisions of Article 2 of POJK 31/POJK.04/2015 as a Material Transaction in the form of a Material Fact.
2. The change in control of PT Jasamarga Jogja Solo (JMJ) on July 24, 2025. An addendum was made to the control provisions in the JMJ Shareholders Agreement, changing the arrangement from joint control between Jasa Marga, holding 52.82% of shares, and PT Adhi Karya (Persero) Tbk, holding 47.18% of shares, to control by Jasa Marga. This action was undertaken in compliance with the provisions of Article 2 of POJK 31/POJK.04/2015 and Article 52 of POJK No. 45 of 2024 as a Material Transaction in the form of a Material Fact. The change in control was carried out through an amendment to the Shareholders Agreement; therefore, no transaction value arose from this change.
3. Changes in shareholders in the form of the transfer of share ownership of the Republic of Indonesia from the Ministry of State-Owned Enterprises to PT Danantara Asset Management (Persero).

# Keanggotaan Asosiasi [OJK C.5, GRI 2-28]

## Association Membership

Perseroan telah bergabung dalam beberapa asosiasi profesional dan organisasi lainnya. Hal ini yang bertujuan untuk memperluas jaringan bisnis serta menjalin komunikasi yang lebih luas dengan pelaku bisnis di industri sejenis. Keanggotaan dalam asosiasi dan organisasi ini juga menjadi bagian dari upaya pelibatan pemangku kepentingan dalam menyelesaikan setiap persoalan yang dihadapi dalam menjalankan kegiatan operasional. Hingga tahun 2025, Perseroan tergabung dalam asosiasi/organisasi sebagai berikut:

The Company is actively involved in various professional associations and organizations to expand its business network and foster broader communication with industry stakeholders. Membership in these associations and organizations is also part of the effort to involve stakeholders in resolving any problems faced in carrying out operational activities. As of 2025, the Company holds membership in the following associations and organizations:

| Nama Organisasi/ Asosiasi<br>Name of Organization/ Association | Tingkat<br>Level | Kegiatan<br>Activity | Status Keanggotaan<br>Membership Status |
|---|---|---|---|
| **Asosiasi Tol Indonesia (ATI)** | Nasional<br>National | Pelaksanaan Pelayanan Bersama, Pengamanan dan Penegakan Hukum pada Jalan Tol di Seluruh Indonesia.<br>Implementation of Joint Services, Security and Law Enforcement on Toll Roads Throughout Indonesia. | Ketua Umum<br>Chairman |
| **Road Engineering Association of Asia and Australia (REAAA)** | Internasional<br>International | Mempromosikan sains dan praktik perekayasaan jalan dan profesi Anggota terkait melalui pengembangan jaringan profesional dan komersial Member di antara negara-negara di kawasan Asia Pasifik.<br>Promoting the science and practice of road engineering and related Member professions through the development of professional and commercial networks of Members among countries in the Asia Pacific region. | Anggota<br>Member |
| **Asosiasi Emiten Indonesia (AEI)** | Nasional<br>National | Melakukan pertukaran informasi dan advokasi di antara perusahaan emiten di Indonesia.<br>Conducting information exchange and advocacy among issuer companies in Indonesia. | Anggota<br>Member |
| **Persatuan Insinyur Indonesia (PII)** | Nasional<br>National | Referensi standar profesi teknik dan insinyur.<br>Standard reference for the engineering and technical profession. | Anggota<br>Member |
| **Forum Human Capital Indonesia (FHCI)** | Nasional<br>National | • Program Magang Mahasiswa Bersertifikat.<br>• Program Perekrutan Bersama.<br>• *Integrated Talent Management System*.<br>• Program FHCI *Summit*.<br>• Program Kerja FHCI Tahun 2024 Bidang 5.2 *Culture*, *Employee Branding* & *Employee Value Proposition*.<br>• Certified Student Internship Program.<br>• Joint Recruitment Program.<br>• Integrated Talent Management System.<br>• FHCI Summit Program.<br>• FHCI Work Program 2024 Field 5.2 Culture, Employee Branding & Employee Value Proposition. | Steering Committee<br>Manager |
| **Forum Manajemen Risiko BUMN** | Nasional<br>National | Peningkatan kompetensi anggota terhadap manajemen risiko.<br>Improving member competency in risk management. | Pengurus Inti<br>Core Management |
| **Forum Humas BUMN** | Nasional<br>National | Menciptakan sistem komunikasi dan pertukaran informasi yang terintegrasi antar BUMN.<br>Creating an integrated communication and information exchange system between SOEs. | Anggota<br>Member |

| Nama Organisasi/ Asosiasi<br>Name of Organization/ Association | Tingkat<br>Level | Kegiatan<br>Activity | Status Keanggotaan<br>Membership Status |
|---|---|---|---|
| **Forum Komunikasi Satuan Pengawasan Intern** | Nasional<br>National | Forum komunikasi dan koordinasi antara satuan pengawas intern BUMN, instansi pemerintah dan swasta di Indonesia.<br>Communication and coordination forum between internal supervisory units of SOEs, government and private agencies in Indonesia. | Pengurus Inti<br>Core Management |
| **Indonesia Corporate Secretary Association (ICSA)** | Internasional<br>International | Mempromosikan tata penyelenggaraan<br>Promoting good governance | Anggota<br>Member |
| **Himpunan Pengembang Jalan Indonesia (HPJI)** | Nasional<br>National | Wadah bagi pengembangan profesi dan keahlian di bidang jalan.<br>A forum for professional development and expertise in the road sector. | Pengurus Inti<br>Core Management |
| **Forum BUMN Muda** | Nasional<br>National | BUMN Muda akan menjadi wadah bagi talenta muda untuk berbagai ide, inspirasi, berinovasi serta berkreasi sehingga bisa menjadi Sumber Daya Manusia (SDM) yang unggul, kompetitif, mandiri, sehingga mampu membawa BUMN *Go Global*.<br>Young SOEs will be a place for young talents to share ideas, inspiration, innovation and creativity so that they can become superior, competitive, independent Human Resources (HR), so that they are able to bring SOEs Go Global. | Vice Chief of BUMN Muda Network<br>Vice Chief of SOEs Muda Network |
| **Forum Digital BUMN (Fordigi BUMN)** | Nasional<br>National | Berbagi pengalaman, best practices, dan solusi terkait digitalisasi serta mendorong sinergi antar perusahaan<br>Sharing experiences, best practices, and solutions related to digitalization and encouraging synergy between companies | Anggota<br>Member |
| **ITS Indonesia** | Nasional<br>National | Mendorong inisiatif pembangunan dan penggunaan Intelligent Transport System (ITS) untuk menyediakan ekosistem transportasi yang aman dan nyaman.<br>Encouraging initiatives for the development and utilization of Intelligent Transport Systems (ITS) to provide a safe and comfortable transportation ecosystem. | Anggota<br>Member |
| **Forum BUMN Hijau** | Nasional<br>National | Koordinasi dan kolaborasi antar BUMN dalam penerapan prinsip keberlanjutan, khususnya pada aspek pengelolaan lingkungan hidup serta pertukaran informasi, pengetahuan, dan praktik terbaik (best practices) terkait pengurangan emisi, efisiensi sumber daya, transisi energi, serta inisiatif hijau lainnya yang mendukung target pembangunan berkelanjutan nasional<br>Coordination and collaboration among State-Owned Enterprises (SOEs) in implementing sustainability principles, particularly in environmental management, as well as the exchange of information, knowledge, and best practices related to emission reduction, resource efficiency, energy transition, and other green initiatives that support national sustainable development targets. | Anggota<br>Member |
| **Forum TJSL** | Nasional<br>National | - Forum sinergi dan koordinasi antar BUMN dalam perencanaan, pelaksanaan, serta evaluasi Program Tanggung Jawab Sosial dan Lingkungan (TJSL).<br>- Sarana pertukaran informasi dan praktik terbaik terkait pengelolaan TJSL yang terintegrasi, terarah, terukur, dan memberikan dampak berkelanjutan bagi masyarakat<br>- Mendukung penyelarasan program TJSL BUMN dengan Tujuan Pembangunan Berkelanjutan (SDGs) serta kebijakan dan regulasi pemerintah terkait<br>- A synergy and coordination forum among SOEs in the planning, implementation, and evaluation of Corporate Social and Environmental Responsibility (TJSL) programs<br>- A platform for the exchange of information and best practices related to integrated, targeted, measurable TJSL management that delivers sustainable impacts for the community.<br>- Supporting the alignment of SOE TJSL programs with the Sustainable Development Goals (SDGs) as well as relevant government policies and regulations. | Anggota<br>Member |

**Gambar/*Image***
Jasa Marga Berikan Layanan Inklusif untuk Pengalaman Terbaik Perjalanan

# 05

# Penjelasan Direksi
## Board of Directors' Explanation

## Standar Emas Infrastruktur Berkelanjutan
Gold Standard for Sustainable Infrastructure

Sertifikasi Green Toll Road predikat Gold menjadi bagian dari komitmen tata kelola keberlanjutan Jasa Marga dalam pengelolaan infrastruktur jalan tol. Melalui penerapan standar ini, Perseroan memastikan aspek lingkungan terintegrasi secara sistematis ke dalam operasional, mulai dari efisiensi energi hingga penggunaan material berkelanjutan.

The Green Toll Road certification with a Gold rating forms part of Jasa Marga's sustainability governance commitment in managing toll road infrastructure. Through the implementation of this standard, the Company ensures that environmental aspects are systematically integrated into its operations, ranging from energy efficiency to the use of sustainable materials.

**Rivan A. Purwantono**

**Direktur Utama**
President Director

# Penjelasan Direksi
## Board of Directors' Explanation

**[OJK D.1]**

## Pemegang Saham dan Pemangku Kepentingan yang Kami Hormati,

Puji dan syukur kami panjatkan kepada Tuhan Yang Maha Esa, atas segala rahmat-Nya sehingga Jasa Marga dapat melalui tahun 2025 dengan capaian kinerja yang baik. Sebagai BUMN, Jasa Marga terus berkomitmen memberikan kontribusi terbaik bagi bangsa melalui perannya sebagai pengembang dan operator jalan tol di Indonesia. Dalam menjalankan amanah tersebut, Jasa Marga menghadirkan layanan publik yang mengutamakan aspek keselamatan serta mutu pelayanan. Komitmen ini mencerminkan konsistensi Perseroan dalam mengintegrasikan prinsip keberlanjutan ke dalam seluruh aktivitas bisnisnya.

Pada kesempatan yang baik ini izinkan kami untuk menyampaikan berbagai capaian kinerja keberlanjutan yang meliputi kinerja ekonomi, lingkungan, sosial, dan tata kelola yang kami capai di tahun buku 2025. Bagian ini terdiri dari beberapa topik pembahasan yang meliputi kebijakan untuk merespon tantangan dalam pemenuhan strategi keberlanjutan, penerapan pembangunan berkelanjutan, dan strategi pencapaian target.

## Kebijakan untuk Merespon Tantangan dalam Pemenuhan Strategi Keberlanjutan [GRI 2-22]

Sebagai bentuk komitmen Perseroan dalam mengembangkan nilai-nilai keberlanjutan yang meliputi *Modern, Optimistic, Valuable, Excellent* (MOVE), Perseroan secara konsisten mengimplementasikan dan menginternalisasikan nilai-nilai tersebut dalam setiap aspek operasional dan proses pengambilan keputusan. Dengan penerapan nilai MOVE, Perseroan berkomitmen untuk memperkuat perannya sebagai entitas yang adaptif terhadap perkembangan zaman, mampu menciptakan nilai tambah bagi para pemangku kepentingan, serta menghadirkan kinerja unggul yang berkelanjutan. Nilai-nilai MOVE menjadi identitas sekaligus fondasi budaya kerja Perseroan dalam mendorong inovasi, meningkatkan daya saing, serta memastikan pertumbuhan usaha yang berkelanjutan.

Berlandaskan nilai-nilai keberlanjutan yang dimiliki, Jasa Marga secara berkelanjutan mengembangkan kebijakan serta berbagai program keberlanjutan, salah satunya melalui penyusunan ESG Roadmap guna menetapkan arah dan tujuan Perseroan agar selaras dengan kebijakan global maupun nasional yang berkaitan dengan implementasi ESG. Namun demikian, saat ini Perseroan masih menghadapi isu yang terkait dengan keberlanjutan seperti timbulan limbah di lokasi rest area jika tidak dikelola dengan baik. Upaya Perseroan dalam menghadapi isu tersebut Perseroan telah memiliki upaya pengelolaan limbah dengan bekerjasama dengan masyarakat Desa Sukatani dalam pengelolaan sampah organik menjadi budidaya maggot dan mengelola limbah menjadi kompos.

## Dear Shareholders and Stakeholders,

Praise and gratitude be to Almighty God for His blessings, which have enabled Jasa Marga to navigate the year 2025 with solid performance achievements. As a State-Owned Enterprise, Jasa Marga remains committed to delivering its best contribution to the nation through its role as a developer and operator of toll roads in Indonesia. In carrying out this mandate, Jasa Marga provides public services that prioritize safety aspects and service quality. This commitment reflects the Company's consistency in integrating sustainability principles into all of its business activities.

On this auspicious occasion, we would like to present various sustainability performance achievements covering economic, environmental, social, and governance aspects attained during the 2025 financial year. This section consists of several discussion topics, including policies to respond to challenges in fulfilling sustainability strategies, the implementation of sustainable development, and strategies to achieve targets.

## Policies to Respond to Challenges in Implementing Sustainability Strategies [GRI 2-22]

As part of the Company's commitment to developing sustainability values encompassing Modern, Optimistic, Valuable, and Excellent (MOVE), the Company consistently implemented and internalized these values across all aspects of operations and decision-making processes. Through the application of MOVE values, the Company committed to strengthening its role as an entity that is adaptive to evolving developments, capable of creating added value for stakeholders, and able to deliver sustainable superior performance. The MOVE values serve as both the identity and the foundation of the Company's corporate culture in driving innovation, enhancing competitiveness, and ensuring sustainable business growth.

Based on these sustainability values, Jasa Marga continuously developed policies and various sustainability programs, one of which was the preparation of an ESG Roadmap to define the Company's direction and objectives in alignment with global and national policies related to ESG implementation. However, the Company still faced sustainability-related issues, such as waste generation at rest area locations if not properly managed. To address this issue, the Company has implemented waste management initiatives in collaboration with the Sukatani Village community, including processing organic waste into maggot cultivation and converting waste into compost.

Dalam rangka mengimplementasikan nilai-nilai keberlanjutan, Perseroan telah merumuskan Pilar-Pilar Keberlanjutan yang sejalan dengan Tujuan Pembangunan Berkelanjutan (TPB) melalui ESG Roadmap yang telah disusun. Pilar-pilar keberlanjutan ini mencakup: Pilar Lingkungan, yang meliputi transisi energi, solusi rendah karbon, serta pengelolaan lingkungan secara bertanggung jawab; Pilar Sosial, yang mencakup pengembangan dan kesejahteraan karyawan dan masyarakat, serta penerapan kesehatan dan keselamatan kerja; dan Pilar Tata Kelola, yang mencakup tata kelola keberlanjutan, pengadaan secara bertanggung jawab, inklusivitas pemangku kepentingan, serta pendanaan berkelanjutan dari berbagai pihak.

In implementing sustainability values, the Company has formulated Sustainability Pillars aligned with the Sustainable Development Goals (SDGs) through the established ESG Roadmap. These sustainability pillars comprise the Environmental Pillar, which includes energy transition, low-carbon solutions, and responsible environmental management; the Social Pillar, which covers employee and community development and welfare, as well as the implementation of occupational health and safety; and the Governance Pillar, which encompasses sustainability governance, responsible procurement, stakeholder inclusivity, and sustainable financing from various parties.

Perseroan juga turut mendukung TPB khususnya TPB 8 *Decent Work and Economic Growth* dan TPB 10 *Reduced Inequalities* yang tercermin melalui pembinaan UMKM di sekitar wilayah operasional dan peningkatan ekonomi lokal. Di samping itu, Perseroan juga berkontribusi pada TPB 16 Pece, Justice, and Strong Institution melalui upaya Perseroan dalam menjamin keselamatan pengguna jalan tol. Perseroan memastikan bahwa kendala yang terjadi di jalan tol telah diatasi dengan baik serta seluruh informasi terkait jalan tol dapat diakses oleh pengguna jalan. Perseroan juga senantiasa mendukung TPB lainnya yang sejalan dengan aktivitas bisnis Perseroan.

The Company also supported the SDGs, particularly SDG 8 Decent Work and Economic Growth and SDG 10 Reduced Inequalities, as reflected in the development of MSMEs around its operational areas and the enhancement of local economic growth. In addition, the Company contributed to SDG 16 Peace, Justice, and Strong Institutions through its efforts to ensure the safety of toll road users. The Company ensured that issues occurring on toll roads were properly addressed and that all information related to toll roads was accessible to users. The Company also continuously supported other SDGs aligned with its business activities.

Atas komitmen Perseroan dalam menerapkan pembangunan berkelanjutan, maka sepanjang tahun 2025 Perseroan memiliki berbagai capaian terkait dengan aspek ekonomi, lingkungan, sosial, dan tata kelola. Pada aspek ekonomi, di tahun 2025 terdapat peningkatan panjang jalan tol beroperasi menjadi sebesar 1.294 km meningkat dibandingkan tahun 2024 yang sebesar 1.286 km. Perseroan telah meningkatkan jumlah stasiun pengisian kendaraan listrik umum di tahun 2025 menjadi tersebar di 172 lokasi meningkat dibandingkan tahun 2024 yang hanya berada di 52 lokasi. Di tahun 2025, Perseroan juga telah meningkatkan keterlibatan pihak lokal menjadi sebanyak 229 pemasok lokal, meningkat dibandingkan tahun 2024 yang sebanyak 431 pemasok lokal.

As a result of the Company's commitment to implementing sustainable development, throughout 2025 the Company achieved various milestones across economic, environmental, social, and governance aspects. From an economic perspective, in 2025 the length of operational toll roads increased to 1,294 km, compared to 1,286 km in 2024. The Company also expanded the number of public electric vehicle charging stations in 2025 to 172 locations, compared to 52 locations in 2024. In 2025, the Company further increased the involvement of local parties to 229 local suppliers, compared to 431 local suppliers in 2024.

Pada aspek lingkungan, Perseroan berhasil menurunkan jumlah konsumsi BBM menjadi sebesar 257,98 terajoule, menurun dibandingkan tahun 2024 yang sebesar 263,77 terajoule. Perseroan berhasil meningkatkan penggunaan energi terbarukan di kantor pusat menjadi sebesar 569,58 gigajoule, meningkat dibandingkan tahun 2024 yang sebesar 501,260 gigajoule. Penggunaan energi di luar Perseroan juga mengalami penurunan menjadi sebesar 42.693,16 gigajoule, menurun dibandingkan tahun 2024 yang sebesar 170.636,09 gigajoule. Selama tahun 2025, Perseroan berhasil menurunkan emisi GRK Cakupan 1 menjadi sebesar 18.820,65 TonCO2eq menurun dibandingkan tahun 2024 yang sebesar 19.203,14 TonCO2eq.

In the environmental aspect, the Company reduced fuel consumption to 257.98 terajoules, a decrease from 263.77 terajoules in 2024. The Company also increased the use of renewable energy at the head office to 569.58 gigajoules, up from 501.260 gigajoules in 2024. Energy consumption outside the Company decreased to 42,693.16 gigajoules, significantly lower than 170,636.09 gigajoules in 2024. During 2025, the Company also reduced Scope 1 GHG emissions to 18,820.65 TonCO2eq, compared to 19,203.14 TonCO2eq in 2024.

Pada aspek sosial, Perseroan telah meningkatkan penyaluran dana TJSL menjadi sebesar Rp17,581 juta di tahun 2025, meningkat dibandingkan tahun 2024 yang sebesar Rp16.451 juta. Perseroan telah meningkatkan biaya pengembangan kompetensi karyawan menjadi sebesar Rp24,02 miliar di tahun 2025, meningkat dibandingkan 2024 yang sebesar Rp19,46 miliar. Perseroan berhasil meningkatkan indeks kepuasan pelanggan menjadi sebesar 5,13 di tahun 2025, meningkat dibandingkan tahun 2024 yang sebesar 5,04.

In the social aspect, the Company increased the distribution of TJSL funds to IDR 17,581 million in 2025, compared to IDR 16,451 million in 2024. The Company also increased employee competency development costs to IDR 24.02 billion in 2025, compared to IDR 19.46 billion in 2024. In addition, the Company improved its Customer Satisfaction Index to 5.13 in 2025, compared to 5.04 in 2024.

Dalam upaya untuk mencapai berbagai capaian terkait kinerja keberlanjutan, Perseroan masih menghadapi sejumlah tantangan yang harus diatasi. Tantangan internal yang dihadapi yaitu masih perlunya peningkatan *awareness* dan pemahaman secara menyeluruh mengenai isu keberlanjutan. Upaya Perseroan dalam memitigasi tantangan tersebut yaitu dengan mengikutsertakan karyawannya pada program pengembangan kompetensi dan pelatihan keberlanjutan.

In its efforts to achieve various sustainability performance targets, the Company continued to face several challenges that needed to be addressed. One of the internal challenges was the need to further enhance awareness and comprehensive understanding of sustainability issues. To mitigate this challenge, the Company enrolled its employees in competency development programs and sustainability training.

Tantangan selanjutnya yang dihadapi Perseroan dalam menerapkan keberlanjutan yaitu terkait pengumpulan data keberlanjutan dari anak perusahaan masih menjadi salah satu tantangan dalam implementasi pembangunan berkelanjutan. Upaya mitigasi yang dimiliki yaitu dengan mengembangkan dashboard ESG yang digunakan untuk monitoring dan merekam data-data yang diperlukan sebagai indikator kinerja ESG. Tantangan lainnya adalah perlunya penguatan kapabilitas utama dalam proses bisnis Perseroan, khususnya dalam pengelolaan risiko ESG serta pengembangan inovasi produk dan layanan yang ramah lingkungan. upaya mitigasi yang dimiliki yaitu Perseroan terus memperkuat manajemen risiko ESG melalui identifikasi risiko dan peluang yang berkaitan dengan perubahan iklim.

Another challenge faced by the Company in implementing sustainability relates to the collection of sustainability data from subsidiaries, which remains one of the key challenges in the implementation of sustainable development. To address this, the Company developed an ESG dashboard used to monitor and record data required as ESG performance indicators. Another challenge is the need to strengthen core capabilities in the Company's business processes, particularly in ESG risk management and the development of environmentally friendly products and services. To mitigate this, the Company continuously strengthened its ESG risk management through the identification of risks and opportunities related to climate change.

## Penerapan Pembangunan Berkelanjutan

Sepanjang tahun 2025, komitmen Perseroan dalam mengimplementasikan prinsip-prinsip keberlanjutan telah membuahkan berbagai pencapaian kinerja keberlanjutan, yang ditandai dengan terpenuhinya target-target yang sebelumnya telah ditetapkan. Pada aspek ekonomi, Perseroan berhasil mencapai target laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas sebesar 136,37%. Perseroan berhasil mencapai target Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) sebesar 100%. Perseroan berhasil mencapai taget jumlah tol bersertifikat *Green Toll Road* Indonesia sebesar 100%.

## Implementation of Sustainable Development

Throughout 2025, the Company's commitment to implementing sustainability principles resulted in various sustainability performance achievements, as reflected in the fulfillment of previously established targets. In the economic aspect, the Company successfully achieved the target for profit for the year attributable to owners of the parent entity at 136.37%. The Company also achieved the target for Micro and Small Business Funding (PUMK) at 100%, as well as the target for the number of toll roads certified under Green Toll Road Indonesia at 100%.

Pada aspek lingkungan, Perseroan telah merealisasikan seluruh target yang ditetapkan di dalam roadmap ESG. Sepanjang tahun 2025, Perseroan telah berhasil merealisasikan target dengan telah melaksanaan kajian pemetaan lokasi dan perhitungan dampak perusahaan yang

In the environmental aspect, the Company realized all targets set in the ESG roadmap. Throughout 2025, the Company successfully implemented various initiatives, including conducting location mapping studies and assessing the Company's potential exposure to climate change impacts,

berpotensi terkena dampak perubahan iklim, implementasi Green Tollroad Indonesia, Implementasi Roadmap ESG Tahun 2025: Kajian *Net Zero Emission*, penajaman perhitungan baseline emisi cakupan 1, 2, dan 3, Perseroan telah melakukan kajian dan penentuan *Timeline* Pengelolaan Limbah di Rest Area, Perseroan mentapkan Rencana Program ESG yang mencakup Penurunan Emisi Produksi AMP, dan Pengelolaan limbah pada AMP dan HE, serta Perseroan telah melakukan Studi Penggunaan Kendaraan Operasional EV dan Hybrid.

Pada aspek sosial, Perseroan telah merealisasikan seluruh target yang telah ditetapkan di tahun 2025. Perseroan berhasik mengimplementasikan target dengan melaksanakan Social Mapping dan perhitungan dampak program, pemberdayaan komunitas masyarakat lokal dan UMKM, pengembangan kompetensi karyawan, *survey engagement* karyawan, perekrutan dan peningkatan *awareness* terkait karyawan disabilitas, serta pengembangan budaya, *awareness* dan sertifikasi K3.

Di samping itu, pada aspek governansi Perseroan juga telah berhasil merealisasikan seluruh target-target yang telah ditetapkan. Selama tahun 2025, atas target yang ditetapkan Perseroan telah melaksanakan peningkatan branding ESG Perusahaan, pengukuran ESG Rating dan Pengendalian Implementasi ESG sesuai *Roadmap*, penyusunan kajian Kebijakan Pengadaan Barang dan Jasa Berkelanjutan, kajian *Sustainable Financing*, penyusunan Kebijakan HAM, pelaksanaan IT Security Awareness, pembentukan Tata Kelola ESG (Komite Sustainability) & Sosialisasi Kebijakan ESG, *Awareness* ESG, internalisasi budaya ESG, *benchmark* ke purusahaan lain terkait Pengelolaan ESG, serta *improvement* Penyusunan Laporan Keberlanjutan.

Di samping keberhasilan Perseroan dalam mencapai target keberlanjutan, di tahun 2025 komitmen Perseroan dalam menerapkan keberlanjutan juga telah diapresiasi oleh berbagai lembaga yang tercermin dari penghargaan yang diperoleh. Adapun berbagai penghargaan yang dicapai Perseroan di tahun 2025 sebagai berikut:

1. Pengorganisasian Tanggung Jawab Sosial Perusahaan pada acara Indonesia Green Award (IGA) 2025 yang diselenggarakan oleh La Tofi School of Social Responsibility
2. Indonesia Top Digital Innovation Award 2025 pada acara Digital Forum-6th Anniversary Awarding Session Indonesia Digital Awards yang diselenggarakan oleh The Iconomics
3. JMTC Call Center Public Service for achieving "Exceptional" Service Performance pada acara Contact Center Service Excellent Award 2025 yang diselenggarakan oleh Carre Center
4. Best CEO Direktur Utama Jasa Marga Subakti Syukur pada acara 6th Anniversary Indonesia Best 50 CEO Awards 2025 yang diselenggarakan oleh The Iconomics

implementing Green Toll Road Indonesia, executing the 2025 ESG Roadmap through a Net Zero Emission study, refining the baseline calculation of Scope 1, 2, and 3 emissions, conducting studies and establishing timelines for waste management at rest areas, formulating ESG Program Plans covering emission reduction from Asphalt Mixing Plants (AMP) and waste management at AMP and Heavy Equipment (HE), as well as conducting studies on the use of electric vehicle (EV) and hybrid operational vehicles.

In the social aspect, the Company realized all targets set for 2025. The Company successfully implemented its targets through social mapping and program impact assessments, empowerment of local communities and MSMEs, employee competency development, employee engagement surveys, recruitment and increased awareness regarding employees with disabilities, as well as the development of occupational health and safety (OHS) culture, awareness, and certification.

In addition, in the governance aspect, the Company also successfully achieved all established targets. During 2025, the Company carried out various initiatives, including strengthening ESG branding, measuring ESG ratings and controlling ESG implementation in accordance with the Roadmap, preparing studies on Sustainable Procurement Policies, conducting Sustainable Financing studies, developing Human Rights policies, implementing IT Security Awareness programs, establishing ESG Governance (Sustainability Committee) and socializing ESG policies, enhancing ESG awareness and internalizing ESG culture, benchmarking with other companies on ESG management practices, as well as improving the preparation of the Sustainability Report.

In addition to the Company's success in achieving sustainability targets, in 2025 the Company's commitment to sustainability implementation was also recognized by various institutions, as reflected in the awards received. The awards achieved by the Company in 2025 are as follows:

1. Corporate Social Responsibility Organization at the Indonesia Green Award (IGA) 2025, organized by La Tofi School of Social Responsibility
2. Indonesia Top Digital Innovation Award 2025 at the Digital Forum – 6th Anniversary Awarding Session Indonesia Digital Awards, organized by The Iconomics
3. JMTC Call Center Public Service for achieving "Exceptional" Service Performance at the Contact Center Service Excellence Award 2025, organized by Carre Center
4. Best CEO awarded to President Director of Jasa Marga, Subakti Syukur, at the 6th Anniversary Indonesia Best 50 CEO Awards 2025, organized by The Iconomics

5. Kategori: Pelestarian Kebudayaan melalui UMKM kepada PT Jasa Marga (Persero) Tbk (Perusahaan) dan Kategori: Pelestarian Kebudayaan melalui UMKM kepada Oleh-oleh Khas Jakarta Hj. Maemune (UMKM Binaan Perusahaan) pada acara Anugerah & Sertifikasi TJSL UMKM-Pariwisata-Kebudayaan 2025 yang diselenggarakan oleh La Tofi School of Social Responsibility
6. TOP CSR Awards 2025 on Star 5 Predikat Excellent untuk kategori Perusahaan dan TOP Leader on CSR Commitment 2025 untuk Direktur Human Capital & Transformasi Jasa Marga Yoga Tri Anggoro pada acara TOP CSR Awards 2025 yang diselenggarakan oleh Majalah Top Business
7. Penghargaan Atas Partisipasi dalam Mendukung Terwujudnya Keamanan, Keselamatan, Ketertiban, dan Kelancaran Lalu Lintas dalam Kegiatan Operasi Ketupat Tahun 2025 pada acara Rakernis Korlantas Polri 2025 yang diselenggarakan oleh Korlantas/Mabes Polri
8. The Most Committed BUMN Pembina UMKM on All Sector, Best Performance Food & Beverage Sector Gold Winner, Best Performance Fashion Sector Gold Winner, Best Performance Fashion Sector Gold Winner, dan Best Performance Craft Sector Silver Winner pada acara 1st UMKM BUMN Award 2025 yang diselenggarakan oleh BUMN Track
9. Anugerah Utama Sektor Infrastruktur dengan Program ESG: Pengelolaan Sampah Terpadu Rest Area pada acara IDX Channel Anugerah ESG 2025 yang diselenggarakan oleh IDX Channel
10. "Pemrakarsa dan Pemilik Pohon Turbin Angin Terintegrasi dengan Panel Surya (Hybrid Wind Tree) Pertama" dan "Pemasangan Turbin Angin Terintegrasi dengan Panel Surya Pertama di Gerbang Jalan Bebas Hambatan" pada acara Museum Rekor Dunia-Indonesia (MURI) yang diselenggarakan oleh MURI Indonesia
11. Golden Trophy TOP GRC Award 2025, predikat TOP GRC Award 2025 #5 Star, serta penghargaan The Most Committed GRC Leader 2025 yang dianugerahkan kepada Direktur Human Capital & Transformasi Jasa Marga, Yoga Tri Anggoro pada acara TOP GRC Awards 2025 yang diselenggarakan oleh Majalah TopBusiness
12. Most Innovative Mobile Marketing Campaign dengan peringkat Gold pada acara Next Award Indonesia 2025 yang diselenggarakan oleh MARTECH APAC
13. The Best Indonesia CSR-SDG-ESG 2025 pada acara The Best Indonesia CSR-SDG-ESG 2025 pada acara Economic Review

5. Category: Cultural Preservation through MSMEs awarded to PT Jasa Marga (Persero) Tbk (the Company) and Category: Cultural Preservation through MSMEs awarded to Oleh-oleh Khas Jakarta Hj. Maemune (Company-assisted MSME) at the TJSL MSME–Tourism–Culture Awards & Certification 2025, organized by La Tofi School of Social Responsibility
6. TOP CSR Awards 2025 with a 5-Star "Excellent" Predicate for the Company category and TOP Leader on CSR Commitment 2025 awarded to the Director of Human Capital & Transformation of Jasa Marga, Yoga Tri Anggoro, at the TOP CSR Awards 2025, organized by Top Business Magazine
7. Award for Participation in Supporting the Realization of Security, Safety, Order, and Smooth Traffic Flow during Operation Ketupat 2025 at the Korlantas Polri Technical Working Meeting (Rakernis) 2025, organized by Korlantas/Mabes Polri
8. The Most Committed SOE in MSME Development across All Sectors, Best Performance Food & Beverage Sector Gold Winner, Best Performance Fashion Sector Gold Winner, and Best Performance Craft Sector Silver Winner at the 1st SOE MSME Award 2025, organized by BUMN Track
9. Grand Award in the Infrastructure Sector with ESG Program: Integrated Waste Management at Rest Areas at the IDX Channel ESG Awards 2025, organized by IDX Channel
10. "Initiator and Owner of the First Hybrid Wind Tree (Integrated Wind Turbine with Solar Panels)" and "First Installation of a Hybrid Wind Tree at a Toll Gate" at the Indonesian World Records Museum (MURI), organized by MURI Indonesia
11. Golden Trophy TOP GRC Award 2025, TOP GRC Award 2025 #5 Star Predicate, and The Most Committed GRC Leader 2025 awarded to the Director of Human Capital & Transformation of Jasa Marga, Yoga Tri Anggoro, at the TOP GRC Awards 2025, organized by TopBusiness Magazine
12. Most Innovative Mobile Marketing Campaign (Gold Rank) at the Next Award Indonesia 2025, organized by MARTECH APAC
13. The Best Indonesia CSR-SDG-ESG 2025 at The Best Indonesia CSR-SDG-ESG 2025 event, organized by Economic Review

## Strategi Pencapaian Target

Pencapaian target-target keberlanjutan Perseroan senantiasa didukung oleh penerapan manajemen risiko yang komprehensif. Direksi dan Dewan Komisaris Perseroan menyadari bahwa ketepatan dalam mengidentifikasi dan mengukur risiko, khususnya yang terkait dengan faktor ESG, menjadi elemen penting agar selaras dengan arah rencana bisnis dan strategi korporasi. Proses pengelolaan risiko yang dijalankan meliputi identifikasi risiko, pengukuran tingkat risiko, serta pelaksanaan langkah-langkah mitigasi untuk memastikan realisasi roadmap ESG dan keberhasilan implementasi rencana strategis Perseroan. Perseroan juga telah memasukkan risiko iklim ke dalam kerangka Enterprise Risk Management (ERM) yang mengacu pada ISO 31000, sebagaimana diatur dalam Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk No KEP-183/XI/2024 dan No 227/KPTS/2024 mengenai Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk. Dalam pelaksanaannya, Direksi Perseroan telah mengidentifikasi risiko yang mencakup aspek ekonomi, lingkungan, sosial, serta tata kelola.

Pada aspek ekonomi, Perseroan telah mengidentifikasi beberapa risiko serta upaya mitigasinya. Direksi dan Dewan Komisaris secara aktif memastikan pengelolaan risiko yang dapat mempengaruhi kinerja keuangan dan kesinambungan usaha, termasuk risiko lalu lintas, pembiayaan, suku bunga, biaya operasional, serta risiko konstruksi. Berbagai langkah mitigasi strategis dan operasional telah diterapkan untuk menjaga stabilitas kinerja dan ketahanan bisnis.

Pada aspek lingkungan, Perseroan telah mengidentifikasi adanya risiko perubahan iklim yang meliputi risiko fisik dan risiko transisi. Pada risiko fisik mencakup risiko kejadian cuaca ekstrem, peningkatan suhu, kekeringan, peningkatan muka air laut, dan potensi adanya *force majeure*. Upaya mitigasi atas kejadian cuaca ekstrem yaitu Perseroan senantiasa memperkuat sistem pemantauan dan peringatan dini, serta memperkuat infrastruktur tahan bencana. Upaya Perseroan dalam memitigasi risiko peningkatan suhu yaitu dengan menyediakan ruang hijau dan menggunakan material yang lebih tahan terhadap panas pada permukaan jalan tol untuk mengurangi efek pemanasan. Upaya Perseroan dalam memitigasi risiko kekeringan yaitu dengan melakukan pengembangan sistem pengelolaan air yang lebih efisien. Upaya Perseroan dalam memitigasi risiko peningkatan muka air laut yaitu dengan meningkatkan sistem drainase untuk menghadapi lonjakan ar laut, termasuk pembangunan tanggul atau pintu air dan perbaikan sistem pembuangan air.

Selanjutnya, terkait risiko perubahan kebijakan dan regulasi pemerintah, Perseroan senantiasa melakukan upaya mitigasi dengan melakukan pemantauan terus-menerus terhadap

## Target Achievement Strategy

The achievement of the Company's sustainability targets is consistently supported by the implementation of comprehensive risk management. The Company recognizes that accurate risk identification and measurement, particularly those related to ESG factors, are crucial elements to align with the direction of its business plan and corporate strategy. The risk management process includes risk identification, risk level measurement, and mitigation measures to ensure the realization of the ESG roadmap and the successful implementation of the Company's strategic plan. The Company has also incorporated climate risk into its Enterprise Risk Management (ERM) framework, which refers to ISO 31000, as stipulated in the Joint Decree of the Board of Commissioners and Directors of PT Jasa Marga (Persero) Tbk No. KEP-183/XI/2024 and No. 227/KPTS/2024 concerning Integrated Risk Management Policies and Guidelines within PT Jasa Marga (Persero) Tbk. In its implementation, the Company has identified risks encompassing economic, environmental, social, and governance aspects.

In terms of the economic perspective, the Company has identified several risks and their mitigation efforts. The Board of Directors and the Board of Commissioners actively ensure the management of risks that could impact financial performance and business continuity, including traffic risks, financing, interest rates, operational costs, and construction risks. Various strategic and operational mitigation measures have been implemented to maintain performance stability and business resilience.

Meanwhile, regarding the environmental aspect, the Company has identified climate change risks, including physical risks and transition risks. Physical risks include the risk of extreme weather events, temperature increases, drought, sea level rise, and the potential for force majeure. Efforts to mitigate extreme weather events include strengthening the Company's monitoring and early warning systems, as well as strengthening disaster-resistant infrastructure. The Company's efforts to mitigate the risk of temperature increases include providing green spaces and using more heat-resistant materials on toll road surfaces to reduce the effects of warming. The Company's efforts to mitigate the risk of drought include developing a more efficient water management system. The Company's efforts to mitigate the risk of sea level rise include improving the drainage system to deal with sea level surges, including the construction of embankments or floodgates and improving the water drainage system.

Furthermore, regarding the risk of changes in government policies and regulations, the Company consistently mitigates this by continuously monitoring regulatory changes related

perubahan regulasi terkait dengan lingkungan, sosial, dan tata kelola perusahaan (ESG), serta memastikan pemahaman yang mendalam terhadap implikasinya terhadap bisnis. Sedangkan upaya Perseroan dalam memitigasi risiko terkait harapan pemangku kepentingan dan tuntutan publik yaitu dengan memperkuat komunikasi terbuka dan transparan dengan semua pemangku kepentingan, serta melakukan pemantauan aktif terhadap media sosial dan responsif terhadap isu-isu yang timbul.

to environmental, social, and corporate governance (ESG), and ensuring a thorough understanding of their implications for the business. Meanwhile, the Company mitigates risks related to stakeholder expectations and public demands by strengthening open and transparent communication with all stakeholders, actively monitoring social media and responding to emerging issues.

Dalam aspek sosial, terdapat risiko terkait dengan K3. Upaya Perseroan dalam memitigasi potensi terjadinya gangguan kesehatan dan keselamatan kerja dilakukan dengan melaksanakan sosialisasi terkait K3 secara periodik, melakukan *surveillance* Sistem Manajemen K3 berbasis ISO 45001:2018, pemberian alat pelindung diri yang sesuai dengan SNI, serta pemenuhan kelengkapan K3.

Regarding the social aspect, there are risks related to occupational health and safety (OHS). The Company's efforts to mitigate potential occupational health and safety issues include conducting periodic OHS outreach, conducting surveillance of the ISO 45001:2018-based OHS Management System, providing personal protective equipment in accordance with Indonesian National Standards (SNI), and fulfilling OHS requirements.

Pada aspek tata kelola, Direksi dan Dewan Komisaris memandang penerapan tata kelola perusahaan yang baik merupakan fondasi utama dalam menjaga keberlanjutan usaha dan kepercayaan pemangku kepentingan. Pengelolaan risiko pada aspek tata kelola dilaksanakan secara terintegrasi dalam kerangka *Enterprise Risk Management* (ERM) yang mencakup mitigasi risiko disrupsi transformasi sistem transaksi tol, pencapaian aksi korporasi strategis, pemenuhan standar ESG, serta implementasi roadmap manajemen risiko. Direksi dan Dewan Komisaris secara berkala melakukan pemutakhiran pedoman aksi korporasi, penguatan koordinasi lintas unit kerja dan anak perusahaan, serta monitoring atas pelaksanaan aksi korporasi agar tetap prudent, adaptif terhadap dinamika regulasi, dan selaras dengan strategi jangka panjang.

In terms of governance, the Board of Directors and Board of Commissioners view the implementation of good corporate governance as a key foundation for maintaining business sustainability and stakeholder trust. Risk management in the governance aspect is implemented in an integrated manner within an Enterprise Risk Management (ERM) framework, encompassing mitigating the risk of disruption in the toll transaction system transformation, achieving strategic corporate actions, meeting ESG standards, and implementing a risk management roadmap. The Board of Directors and Board of Commissioners regularly update corporate action guidelines, strengthen coordination across work units and subsidiaries, and monitor the implementation of corporate actions to ensure they remain prudent, adaptable to regulatory dynamics, and aligned with long-term strategy.

Selain itu, Direksi memastikan penguatan sistem pengendalian internal dan kepatuhan melalui pengelolaan keamanan informasi dan perlindungan data pribadi, pengembangan *Business Continuity Management System* (BCMS), serta penanaman budaya sadar risiko di seluruh organisasi. Dalam rangka menjaga integritas dan reputasi Perseroan, dilakukan identifikasi dan evaluasi berkala atas risiko penyuapan dan konflik kepentingan, disertai peningkatan pemahaman atas kebijakan anti-penyuapan serta pemenuhan standar ISO 37001. Direksi dan Dewan Komisaris meyakini bahwa tata kelola yang transparan, akuntabel, dan berintegritas merupakan kunci dalam mendukung implementasi Keuangan Berkelanjutan dan penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

In addition, the Board of Directors ensures the strengthening of internal control and compliance systems through information security management and personal data protection, the development of a Business Continuity Management System (BCMS), and the instilling of a risk-aware culture throughout the organization. In order to maintain the Company's integrity and reputation, regular identification and evaluation of bribery and conflict of interest risks are carried out, accompanied by increased understanding of anti-bribery policies and compliance with ISO 37001 standards. The Board of Directors and the Board of Commissioners believe that transparent, accountable, and integrity-based governance is key to supporting the implementation of Sustainable Finance and the creation of long-term value for all stakeholders.

Selain menghadapi berbagai risiko, Perseroan juga secara konsisten mengoptimalkan peluang dan prospek usaha yang tersedia guna mendukung kinerja keberlanjutan Perseroan. Jasa Marga terus memainkan peran sentral dalam penyelesaian proyek-proyek strategis nasional,

In addition to addressing various risks, the Company also consistently optimizes available business opportunities and prospects to support its sustainable performance. Jasa Marga continues to play a central role in completing national strategic projects, including the construction of the Solo-Yogyakarta-

termasuk pembangunan ruas Solo–Yogyakarta–NYIA Kulon Progo, yang semakin memperkuat posisinya sebagai mitra utama Pemerintah dalam pengembangan jaringan jalan tol terintegrasi. Strategi ekspansi Perseroan difokuskan pada optimalisasi portofolio konsesi dan diversifikasi bisnis yang dinilai prospektif, dengan pendekatan selektif berbasis kelayakan komersial untuk menjaga keseimbangan antara pertumbuhan dan kapasitas keuangan.

NYIA Kulon Progo section, further strengthening its position as the government's primary partner in developing an integrated toll road network. The Company's expansion strategy focuses on optimizing its concession portfolio and diversifying prospective businesses, using a selective approach based on commercial feasibility to maintain a balance between growth and financial capacity.

Sampai dengan tahun 2025, Jasa Marga mengelola total konsesi sepanjang 1.736 km, dengan 1.294 km di antaranya telah beroperasi. Pengelolaan tersebut diperkuat melalui peningkatan kinerja pada lini pengoperasian dan preservasi yang dijalankan oleh PT Jasamarga Tollroad Operator (JMTO) dan PT Jasamarga Tollroad Maintenance (JMTM), melalui penerapan teknologi cerdas, sistem otomatisasi, serta program pemeliharaan yang terukur untuk menjamin mutu layanan dan efisiensi biaya. Secara paralel, optimalisasi potensi pendapatan non-toll revenue terus dilakukan melalui PT Jasamarga Related Business (JMRB) dengan pengembangan rest area, bisnis periklanan dan utilitas, Toll Corridor Development (TCD), serta penyediaan infrastruktur pendukung seperti Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) sebagai bagian dari penguatan ekosistem mobilitas berkelanjutan.

By 2025, Jasa Marga managed a total of 1,736 km of concessions, of which 1,294 km were operational. This management was strengthened through improved performance in the operations and preservation lines performed by PT Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTM), through the implementation of smart technology, automation systems, and measurable maintenance programs to ensure service quality and cost efficiency. In parallel, PT Jasamarga Related Business (JMRB) continued to optimize potential non-toll revenue through the development of rest areas, advertising and utility businesses, Toll Corridor Development (TCD), and the provision of supporting infrastructure such as Public Electric Vehicle Charging Stations (SPKLU) as part of strengthening the sustainable mobility ecosystem.



Transformasi digital merupakan landasan utama dalam pengelolaan bisnis modern Perseroan. Penerapan Jasamarga Integrated Maintenance Management System (JIMMS), Jasamarga Integrated Digitalmap (JID), serta integrasi SAP Analytic Cloud (SAC) membentuk ekosistem pengambilan keputusan berbasis data (data-driven decision making) yang memperkuat efisiensi operasional, meningkatkan akurasi pelaporan, dan memastikan respons yang tepat terhadap dinamika di lapangan. Optimalisasi teknologi Intelligent Transportation System (ITS), Electronic Toll Collection (ETC), dan Traffic Information Center (TIC) juga terus dilakukan guna meningkatkan aspek keselamatan, kelancaran arus lalu lintas, serta kenyamanan perjalanan pengguna jalan. Seluruh inisiatif tersebut didukung oleh peran Jasa Marga Tollroad Command Center (JMTC) sebagai pusat kendali nasional yang menjamin keandalan layanan secara real-time sekaligus menjadi fondasi utama dalam implementasi sistem transportasi cerdas di seluruh jaringan jalan tol Indonesia.

Digital transformation is a key foundation in the Company's modern business management. The implementation of the Jasamarga Integrated Maintenance Management System (JIMMS), Jasamarga Integrated Digitalmap (JID), and the integration of SAP Analytic Cloud (SAC) create a data-driven decision-making ecosystem that strengthens operational efficiency, improves reporting accuracy, and ensures appropriate responses to field dynamics. Optimization of Intelligent Transportation System (ITS), Electronic Toll Collection (ETC), and Traffic Information Center (TIC) technology is also ongoing to improve safety, smooth traffic flow, and travel comfort for road users. All of these initiatives are supported by the Jasa Marga Tollroad Command Center (JMTC) as the national control center, ensuring real-time service reliability and serving as the primary foundation for implementing an intelligent transportation system across Indonesia's toll road network.

Sejalan dengan dinamika ekonomi global dan fluktuasi tingkat suku bunga, Jasa Marga menerapkan strategi pembiayaan yang prudent dan berkelanjutan melalui optimalisasi *asset recycling*, perluasan sumber pendanaan berbasis pasar modal, serta pemanfaatan instrumen pembiayaan hijau (*green financing*) yang sesuai dengan prinsip ESG. Sinergi dengan entitas anak dan mitra strategis terus diperkuat untuk menjaga likuiditas, meningkatkan arus kas, serta menekan biaya bunga. Pada saat yang sama, prinsip keberlanjutan

In line with global economic dynamics and fluctuating interest rates, Jasa Marga implements a prudent and sustainable financing strategy by optimizing asset recycling, expanding capital market-based funding sources, and utilizing green financing instruments in line with ESG principles. Synergy with subsidiaries and strategic partners is continuously strengthened to maintain liquidity, improve cash flow, and reduce interest costs. At the same time, sustainability principles are applied in all business activities, from efficient

diterapkan dalam seluruh aktivitas bisnis, mulai dari efisiensi penggunaan energi hingga pengembangan rest area yang ramah lingkungan, dengan tujuan menciptakan nilai ekonomi dan sosial yang seimbang bagi seluruh pemangku kepentingan.

Mengacu pada RJPP 2025–2029, Perseroan menegaskan komitmennya untuk bertransformasi menjadi Integrated Mobility Company. Transformasi ini diwujudkan melalui optimalisasi profitabilitas portofolio jalan tol dan entitas anak, inovasi pengalaman pelanggan berbasis digital, pengembangan infrastruktur berkelanjutan dan green toll road, peningkatan kapabilitas organisasi dan tata kelola, serta perluasan kerja sama strategis dengan mitra nasional maupun global untuk mempercepat penciptaan nilai jangka panjang.

Dengan pencapaian kinerja Perseroan yang terus menunjukkan pertumbuhan, Perseroan tidak menghadapi kendala yang signifikan terkait keberlanjutan operasionalnya. Prospek bisnis industri jalan tol di Indonesia diperkirakan akan tetap positif di masa mendatang, seiring dengan meningkatnya kebutuhan masyarakat akan akses jalan tol. Kondisi ini diperkuat oleh perkembangan wilayah, pertumbuhan jumlah penduduk, kebutuhan akan kelancaran distribusi barang dan jasa, serta meningkatnya permintaan akan konektivitas antar daerah.

energy use to the development of environmentally friendly rest areas, with the goal of creating balanced economic and social value for all stakeholders.

Referring to the 2025–2029 Long-Term Development Plan (RJPP), the Company affirms its commitment to transforming into an Integrated Mobility Company. This transformation is realized through optimizing the profitability of its toll road portfolio and subsidiaries, innovating digital-based customer experiences, developing sustainable infrastructure and green toll roads, enhancing organizational capabilities and governance, and expanding strategic collaborations with national and global partners to accelerate long-term value creation.

Having its continuous growth, Dengan pencapaian kinerja Perseroan yang terus menunjukkan pertumbuhan, the Company has not had significant challenges related to its operational sustainability. The business outlook for the toll road industry in Indonesia is expected to remain positive in the future, in line with the increasing public demand for toll road access. The positive outlook is driven by regional development, population growth, the need for smooth distribution of goods and services, and the growing demand for inter-regional connectivity..

## Apresiasi

Keberhasilan Perseroan di tahun 2025 merupakan hasil kolaborasi dan kepercayaan dari para pemangku kepentingan. Atas nama Manajemen Jasa Marga, kami menyampaikan penghargaan setinggi-tingginya kepada seluruh pihak yang turut berperan dalam pencapaian kinerja keberlanjutan Perseroan. Besar harapan kami agar sinergi dan dukungan ini terus berlanjut demi peningkatan kinerja keberlanjutan di masa yang akan datang.

## Appreciation

The Company's 2025 success was the result of collaboration and trust from our stakeholders. On behalf of Jasa Marga Management, we would like to express our deepest appreciation to all parties, who contributed to the Company's sustainability performance. We sincerely hope that this synergy and support will continue to improve sustainability performance in the future.

Jakarta, 28 April 2026
Jakarta, April 28, 2026

**Rivan A. Purwantono**
Direktur Utama
President Director

# Tanggung Jawab Laporan Keberlanjutan [GRI 2-14]

## Responsibility for The Sustainability Report

Kami yang bertandatangan di bawah ini telah meninjau dan menyetujui informasi yang dilaporkan dalam Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk tahun 2025, termasuk di dalamnya mencakup informasi topik material Perseroan. Kami bertanggungjawab penuh atas kebenaran isi laporan ini sesuai dengan POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

Jakarta, 28 April 2026

**Dewan Komisaris**
**Board of Commissioners**

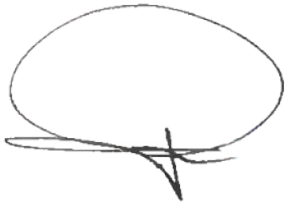
**Juri Ardiantoro**
Komisaris Utama
President Commissioner

**Syamsul Bachri Yusuf**
Komisaris
Commissioner

**Asrorun Ni'am Sholeh**
Komisaris
Commissioner

**Nachrowi Ramli**
Komisaris Independen
Independent Commissioner

**Tedi Kurniawan**
Komisaris Independen
Independent Commissioner



**Rudi Antariksawan**
Komisaris Independen
Independent Commissioner

We, the undersigned, hereby confirm that we have reviewed and approved the 2025 Sustainability Report of PT Jasa Marga (Persero) Tbk, including the disclosures of the Company's material topics. We take full responsibility for the accuracy of the contents of this report, under POJK Number 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies.

Jakarta, April 28, 2026

**Direksi**
**Directors**

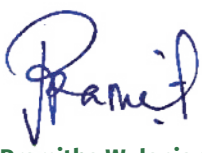
**Rivan A. Purwantono**
Direktur Utama
President Director

**Reza Febriano**
Direktur Bisnis
Director of Business

**Fitri Wiyanti**
Direktur Operasi
Director of Operations

**Yaya Ruhiya**
Direktur Layanan
Director of Services

**Ari Respati**
Direktur Pengembangan Usaha
Director of Business Development



**Pramitha Wulanjani**
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

**Yoga Tri Anggoro**
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation

# 06

# Tata Kelola Keberlanjutan [OJK E]

## Sustainability Governance

## Edukasi Keselamatan Berkendara: *Road Safety Ranger*

*Road Safety Education: Road Safety Ranger*

Sebagai wujud tanggung jawab tata kelola keselamatan bagi publik, program kampanye keselamatan berkendara ini menargetkan keluarga dan komunitas pengemudi sebagai partisipan, program ini menghadirkan rangkaian acara edukatif dan interaktif untuk meningkatkan kesadaran keselamatan berkendara sekaligus memperkenalkan Travoy dan Travoy Go sebagai Aplikasi Asisten Digital di Jalan Tol.

As part of its governance responsibility for public safety, this road safety campaign program targeted families and driver communities as participants, featuring a series of educational and interactive activities to enhance road safety awareness while introducing Travoy and Travoy Go as digital assistant applications for toll road users.

# Struktur dan Komposisi Tata Kelola [GRI 2-9, GRI 2-11]

## Governance Structure and Composition

**Gambar/*Image*:** Jajaran Direksi

Merujuk pada Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Adapun Dewan Komisaris dan Direksi memiliki Organ di bawahnya sebagai pendukung tugas dan fungsinya. Dalam menjalankan tugasnya, Dewan Komisaris dibantu oleh organ pendukung yang meliputi Komite Audit, Komite Nominasi dan Remunerasi, Komite Risiko dan Hukum, Komite Tata Kelola Terintegrasi, serta Sekretaris Dewan Komisaris. Sedangkan, Direksi dibantu oleh komite di bawah Direksi di antaranya Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, serta Komite Sustainibility. Selain itu, Direksi juga dibantu oleh organ pendukung lainnya yang terdiri atas Corporate Secretay & Chief Administration Officer, Legal and Compliance Group, Internal Audit, Risk and Quality Health, Safety and Environment Group, serta Corporate Finance and Investor Relation Group. Pada akhir tahun 2025 Dewan Komisaris terdiri dari 6 (enam) orang yang mencakup 3 (tiga) Komisaris Independen dan 3 (tiga) Komisaris. Sedangkan, pada akhir tahun 2025 adalah total anggota Direksi sebanyak 7 (tujuh) orang. Ketua badan tata kelola tertinggi Perseroan adalah Komisaris Utama dan Direktur Utama, serta bukan merupakan eksekutif senior di Perseroan.

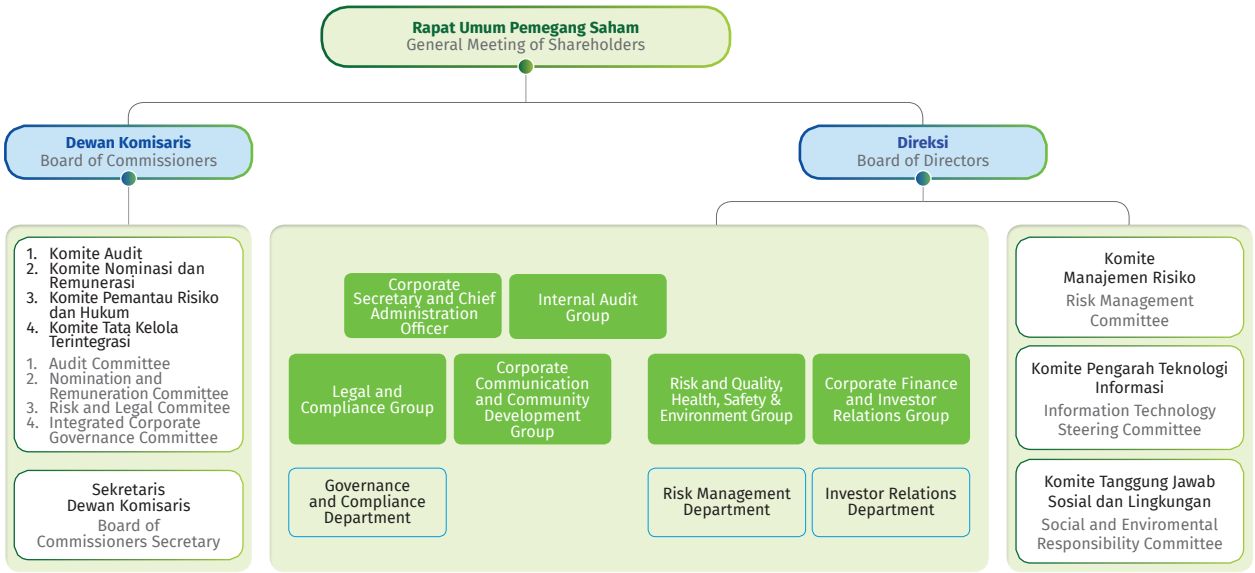
In accordance with Law No. 40 of 2007 on Limited Liability Companies, the governance structure of PT Jasa Marga (Persero) Tbk comprises the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The Board of Commissioners and the Board of Directors are supported by subordinate bodies that assist in carrying out their respective dut tuies and functions To perform its duties, the Board of Commissioners is assisted by supporting organs which include the Audit Committee, Nomination and Remuneration Committee, Risk and Legal Committee, Integrated Governance Committee, and the Secretary of the Board of Commissioners. Meanwhile, the Board of Directors is assisted by committees under the Board of Directors including the Risk Management Committee, the Information Technology Steering Committee, and the Sustainability Committee. In addition, the Board of Directors is also assisted by other supporting organs consisting of the Corporate Secretary & Chief Administration Officer, Legal and Compliance Group, Internal Audit, Risk and Quality Health, Safety and Environment Group, and Corporate Finance and Investor Relations Group. At the end of 2025 the Board of Commissioners consisted of 6 (six) people including 3 (three) Independent Commissioners and 3 (three) Commissioners. Meanwhile, at the end of 2025 the total number of members of the Board of Directors was 7 (seven) people. The chairperson of the highest governance body of the Company is the President Commissioner and the President Director, neither of whom were senior executives of the Company.

**Gambar/*Image*:** Jajaran Dewan Komisaris

Struktur organ tata kelola Perseroan sebagai berikut.

The Company's governance structure is as follows.

## Bagan Struktur Organ Tata Kelola Perseroan
### Chart of Corporate Governance Organ Structure




Profil Dewan Komisaris dan Direksi termasuk profil Komisaris Independen dan Komite di bawah Dewan Komisaris telah disajikan di dalam Laporan Tahunan bagian Profil Perusahaan. Dalam profil tersebut telah mencakup informasi masa jabatan, jenis kelamin, serta kompetensi yang dimiliki. Sedangkan, informasi terkait tugas dan tanggung jawab Dewan Komisaris, Direksi, Komite di bawah Dewan Komisaris dan Direksi telah disampaikan pada Laporan Tahunan Perseroan bagian Tata Kelola Perusahaan.

The Detailed profiles of the members of the Board of Commissioners and the Board of Directors—including Independent Commissioners and the committees under the Board of Commissioners—are presented in the Company Profile section of this Annual Report. These profiles include details such as tenure, gender, and competencies. Additionally, information regarding the roles and responsibilities of the Board of Commissioners, Board of Directors, and Committees under both is outlined in the Corporate Governance section of the Annual Report.

# Kode Etik
## Code of Conduct

Perseroan memiliki kode etik yang bertujuan untuk mengatur etika Perseroan. Jasa Marga mengupayakan penerapan standar etika terbaik dalam menjalankan segenap aktivitas bisnisnya sesuai dengan Visi, Misi, dan budaya yang dimiliki melalui implementasi Etika Usaha dan Etika Kerja. Kebijakan-kebijakan Perseroan, termasuk Pedoman Perilaku (*Code of Conduct*) di*review* secara berkala dan dilakukan berbagai penyesuaian. Perseroan melakukan penyesuaian terhadap Pedoman Perilaku (*Code of Conduct*) dan telah dilakukan pengesahan melalui Keputusan Direksi No. 46.1/KPTS/2024 tentang Pedoman Perilaku (*Code of Conduct*) PT Jasa Marga (Persero) Tbk. Pada tahun 2025, dilakukan penyesuaian pada soft structure Jasa Marga, yaitu Manual Sistem Manajemen Anti Penyuapan dan Kebijakan Anti Penyuapan.

Pokok-pokok kode etik Perseroan meliputi prinsip-prinsip *Good Corporate Governance* (GCG), pedoman perilaku, etika, etika usaha Perusahaan, dan etika kerja Insan Jasa Marga. Pedoman Perilaku diungkapkan dan/atau disebarkan kepada semua insan Perseroan melalui berbagai media yang dimiliki Perseroan, termasuk melalui teknologi informasi yang dapat diakses oleh semua pegawai dengan mudah setiap saat. Secara periodik, Direksi menyampaikan Memo dan/atau Surat Edaran tentang pelaksanaan etika bisnis kepada segenap insan Perseroan. Kode Etik Perseroan berlaku bagi seluruh anggota Dewan Komisaris, Direksi, dan seluruh Insan Jasa Marga.

The Company has established a code of conduct aimed at governing corporate ethics. Jasa Marga has consistently strived to implement the highest ethical standards in conducting all business activities in alignment with its Vision, Mission, and corporate culture through the application of Business Ethics and Work Ethics. The Company's policies, including the Code of Conduct, were reviewed periodically and adjusted as necessary. The Company updated its Code of Conduct, which was formalized through Board of Directors Decree No. 46.1/KPTS/2024 concerning the Code of Conduct of PT Jasa Marga (Persero) Tbk. In 2025, further adjustments were made to Jasa Marga's soft structure, including the Anti-Bribery Management System Manual and the Anti-Bribery Policy.

The key elements of the Company's Code of Conduct include the principles of Good Corporate Governance (GCG), behavioral guidelines, ethics, the Company's business ethics, and the work ethics of Jasa Marga personnel. The Code of Conduct was communicated and/or disseminated to all Company personnel through various media owned by the Company, including information technology platforms that are easily accessible to all employees at any time. On a periodic basis, the Board of Directors issued memoranda and/or circular letters regarding the implementation of business ethics to all Company personnel. The Company's Code of Conduct applies to all members of the Board of Commissioners, the Board of Directors, and all Jasa Marga personnel.



# Benturan Kepentingan [GRI 2-15, 2-11]
## Conflict of Interest

Perseroan berupaya secara konsisten mencegah setiap tindakan, sikap, maupun aktivitas yang berpotensi menimbulkan benturan kepentingan di lingkungan perusahaan. Untuk itu, Perseroan telah menetapkan Pedoman Benturan Kepentingan (*Conflict of Interest*) yang berlaku bagi seluruh Insan Jasa Marga, termasuk Dewan Komisaris dan Direksi, sebagaimana diatur dalam Surat Keputusan Direksi Nomor 78/KTS/2020 tentang Pedoman Benturan Kepentingan (Conflict of Interest) di PT Jasa Marga (Persero) Tbk. Berdasarkan pedoman tersebut, apabila terjadi benturan kepentingan yang tidak dapat dihindari, Insan Jasa Marga tidak diperkenankan melanjutkan kegiatan maupun menjalankan tugas dan tanggung jawab yang berkaitan dengan kondisi

The Company consistently strives to prevent any actions, attitudes, or activities that have the potential to cause a conflict of interest within the company. To that end, the Company has established Conflict of Interest Guidelines that apply to all Jasa Marga Personnel, including the Board of Commissioners and Directors, as stipulated in the Board of Directors' Decree Number 78/KTS/2020 concerning Conflict of Interest Guidelines at PT Jasa Marga (Persero) Tbk. Based on these guidelines, if an unavoidable conflict of interest occurs, Jasa Marga Personnel are not permitted to continue activities or carry out duties and responsibilities related to the condition. The relevant party is required to resign from the task that has the potential to cause a conflict of interest

tersebut. Pihak yang bersangkutan wajib mengundurkan diri dari tugas yang berpotensi menimbulkan benturan kepentingan atau tidak terlibat dalam proses pengambilan keputusan terkait. Namun demikian, dalam kondisi tertentu yang semata-mata demi kepentingan perusahaan, Direksi dapat memberikan penugasan tertulis kepada pihak terkait untuk tetap melaksanakan tugas dan tanggung jawab dalam kegiatan tersebut.

or not be involved in the related decision-making process. However, under certain conditions solely in the interests of the company, the Board of Directors may issue a written assignment to the relevant party to continue carrying out duties and responsibilities in the activity.

Setiap Insan Jasa Marga wajib untuk mengungkapkan kejadian/keadaan benturan kepentingan yang terjadi dengan membuat dan menyampaikan surat pernyataan potensi benturan kepentingan kepada atasan langsung. Insan Jasa Marga juga wajib membuat surat pernyataan potensi benturan kepentingan apabila memiliki hubungan sedarah dalam hubungan keluarga inti dengan anggota Direksi dan/atau anggota Dewan Komisaris. Pengelolaan benturan kepentingan Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

All Jasa Marga personnel are obligated to disclose any actual or potential conflicts of interest by submitting a Conflict of Interest Disclosure Statement to their immediate supervisor. Additionally, Jasa Marga personnel must submit such a statement if they have a direct family relationship with any member of the Board of Directors and/or the Board of Commissioners. The management of conflicts of interest concerning the Board of Commissioners and the Board of Directors is comprehensively presented in the Corporate Governance section of the Annual Report.

Dalam pengelolaan benturan kepentingan Dewan Komisaris dan Direksi atas adanya perangkapan jabatan, Perseroan telah menetapkan kebijakan rangkap jabatan yang diatur secara tegas dalam Anggaran Dasar Perseroan. Pada tahun 2025, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki rangkap jabatan yang menimbulkan benturan kepentingan. Informasi lengkap terkait rangkap jabatan Dewan Komisaris dan Direksi telah disampaikan pada Laporan Tahunan bagian Tata Kelola Perusahaan. Dewan Komisaris melalui Komite Audit melakukan pemantauan berkala atas implementasi Pedoman Benturan Kepentingan dan menerima Laporan Kepatuhan Terhadap Perundang-undangan dan Pengendalian Internal dari Direksi sekurang-kurangnya satu kali dalam setahun.

In managing conflicts of interest for the Board of Commissioners and the Board of Directors due to concurrent positions, the Company has established a concurrent position policy that is expressly regulated in the Company's Articles of Association. By 2025, all members of the Board of Commissioners and the Board of Directors did not hold concurrent positions that arose to conflicts of interest. Complete information regarding concurrent positions for the Board of Commissioners and the Board of Directors was presented in the Annual Report, Corporate Governance section. The Board of Commissioners, through the Audit Committee, regularly monitors the implementation of the Conflict of Interest Guidelines and receives Compliance Reports with Legislation and Internal Control from the Board of Directors at least once a year.

Selama tahun 2025, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki hubungan keuangan, keluarga dan kepengurusan dengan anggota Dewan Komisaris dan Direksi lainnya serta pemegang saham. Pemegang saham pengendali Jasa Marga adalah Negara Republik Indonesia yang diwakili oleh Pemerintah Republik Indonesia dengan kepemilikan sebesar 70%. Terdapat anggota Direksi yang memiliki saham Perseroan. Namun demikian, sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi wajib untuk menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan. Selain itu, Direksi dan Dewan Komisaris juga melaporkan kepemilikan saham masing-masing anggota Direksi dan Dewan Komisaris beserta anggota keluarga atas saham Jasa Marga maupun saham perusahaan lainnya secara berkala. Pembahasan terkait kepemilikan saham Dewan Komisaris dan Direksi atas saham

Throughout 2025, there were no financial, familial, or managerial relationships among members of the Board of Commissioners, Board of Directors, or with the shareholders. The controlling shareholder of Jasa Marga is the Government of the Republic of Indonesia, represented by the Ministry of State-Owned Enterprises (SOEs), holding 70% ownership. Some members of the Board of Commissioners and the Board of Directors own shares in the Company. However, in accordance with Financial Services Authority Regulation Number 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Shares of Public Companies and Reports on Activities of Pledge of Shares of Public Companies, each member of the Board of Commissioners and Board of Directors must submit information to the Company regarding ownership and any changes in ownership of the Company's shares. Additionally, all members of the Board of Commissioners and the Board of Directors do not own shares in other companies, including suppliers. Further details regarding the share ownership of the Board of Commissioners and the Board of Directors are provided in the Company Profile section of the Annual Report.

Jasa Marga (JSMR) mengacu pada Laporan Tahunan bagian Profil Perusahaan.

Sepanjang tahun 2025, Komisaris Utama dan Direktur Utama Perseroan tidak memiliki rangkap jabatan sebagai Komisaris dan Direktur pada entitas anak. Selanjutnya, tidak terdapat transaksi yang mengandung benturan kepentingan. Pembahasan terkait transaksi yang mengandung benturan kepentingan ini mengacu pada Laporan Tahunan bagian Analisis dan Pembahasan Manajemen.

Jasa Marga (JSMR) refers to the Company Profile section in the Annual Report.

Throughout 2025, the President Commissioner and the President Director of the Company did not hold concurrent positions as Commissioners or Directors in any subsidiaries. Furthermore, there were no transactions involving conflicts of interest. Discussion regarding transactions involving conflicts of interest refers to the Management Discussion and Analysis section of the Annual Report.

# Nominasi dan Seleksi Dewan Komisaris dan Direksi [GRI 2-10]

## Nomination and Selection of the Board of Commissioners and Directors

Proses nominasi dan seleksi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Nominasi Dewan Komisaris dan Direksi dilaksanakan melalui proses penetapan bakal calon Dewan Komisaris dan Direksi, yang diusulkan melalui Dewan Komisaris yang dibantu oleh Komite Nominasi dan Remunerasi. Setiap bakal calon Dewan Komisaris dan Direksi merupakan seorang yang telah dinyatakan memenuhi persyaratan formal, persyaratan materiil, maupun persyaratan lainnya, termasuk telah lulus Uji Kelayakan dan Kepatutan (UKK). Penetapan Dewan Komisaris dan Direksi dilakukan berdasarkan usulan Pemegang Saham Seri A Dwiwarna yang diusulkan dan disetujui dalam RUPS.

Dalam pemilihan Dewan Komisaris dan Direksi, Perseroan wajib memperhatikan masukan dari pemegang saham dan pemangku kepentingan utama lainnya, keberagaman komposisi Dewan Komisaris dan Direksi sesuai dengan rekomendasi Otoritas Jasa Keuangan yang dituangkan dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Selain itu, Perseroan juga memperhatikan independensi serta kompetensi yang relevan (pengetahuan dan/atau keahlian di bidang yang dibutuhkan oleh Perseroan) dalam memilih calon Dewan Komisaris dan Direksi. Penetapan Dewan Komisaris dan Direksi dilakukan oleh Pemegang Saham melalui usulan Pemegang Saham Seri A Dwiwarna yang diusulkan dan disetujui dalam RUPS. Informasi proses nominasi dan seleksi Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

The nomination and selection process for the Board of Commissioners and Board of Directors refers to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 dated March 3, 2023 concerning Organs and Human Resources of State-Owned Enterprises. The nomination process is conducted through the identification and recommendation of prospective candidates, facilitated by the Board of Commissioners with the assistance of the Nomination and Remuneration Committee. Each prospective candidate for the Board of Commissioners and Board of Directors is a person who has been declared to have met the formal requirements, material requirements, and other requirements, including having passed the Fit and Proper Test. The stipulation of the Board of Directors is conducted based on proposal fo the Series A Dwiwarna Share, proposed and approved in the GMS.

In the selection of the Board of Commissioners and the Board of Directors, the Company is required to consider input from shareholders and other key stakeholders, as well as the diversity of the composition of the Board of Commissioners and the Board of Directors in accordance with the recommendations of the Financial Services Authority (OJK) as stipulated in the Appendix to OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies. In addition, the Company also takes into account independence and relevant competencies (knowledge and/or expertise in the fields required by the Company) in selecting candidates for the Board of Commissioners and the Board of Directors. The appointment of the Board of Commissioners and the Board of Directors is determined by the shareholders through proposals from the Series A Dwiwarna shareholder, which are submitted and approved in the General Meeting of Shareholders (GMS). Information on the nomination and selection process of the Board of Commissioners and the Board of Directors is fully presented in the Corporate Governance section of the Annual Report.

# Penilaian Kinerja Dewan Komisaris dan Direksi [GRI 2-18]

## Performance Assessment of the Board of Commissioners and Board of Directors

Perseroan telah menetapkan mekanisme penilaian kinerja bagi Dewan Komisaris dan Direksi, yang penilaiannya didasarkan pada *Key Performance Indicator* (KPI). Penilaian terhadap Dewan Komisaris dan Direksi merupakan tahap evaluasi atas kinerja Dewan Komisaris dan Direksi untuk periode tahun penilaian. Dalam KPI Direksi telah mencakup kinerja Direksi atas pengawasan serta pencapaian pengelolaan dampak Perseroan terhadap ESG di antaranya pengawasan terhadap pencapaian KPI ESG.

Hasil evaluasi terhadap kinerja Dewan Komisaris termasuk Komisaris Utama dan Direksi termasuk Direktur Utama secara keseluruhan merupakan bahan dalam skema kompensasi dan pemberian insentif bagi Anggota Dewan Komisaris dan Direksi. Hasil evaluasi kinerja masing-masing Anggota Dewan Komisaris dan Direksi secara individual merupakan salah satu dasar pertimbangan bagi pemegang saham untuk memberhentikan dan/atau menunjuk kembali Anggota Dewan Komisaris dan Direksi yang bersangkutan. Hasil evaluasi kinerja Dewan Komisaris dan Direksi menjadi sarana penilaian untuk peningkatan efektivitas Dewan Komisaris dan Direksi. Penilaian kinerja Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

The Company has established a performance assessment mechanism for the Board of Commissioners and the Board of Directors, with evaluations based on Key Performance Indicators (KPIs). The assessment of the Board of Commissioners and the Board of Directors serves as an evaluation of their performance for the respective performance year. The KPIs of the Board of Directors include performance related to oversight and the achievement of the Company's ESG impact management, including monitoring the achievement of ESG KPIs.

The results of the performance evaluation of the Board of Commissioners, including the President Commissioner, and the Board of Directors, including the President Director, collectively served as a basis for the compensation scheme and the provision of incentives for members of the Board of Commissioners and the Board of Directors. The individual performance evaluation results of each member of the Board of Commissioners and the Board of Directors also served as one of the considerations for shareholders in determining the dismissal and/or reappointment of the respective members. The performance evaluation results of the Board of Commissioners and the Board of Directors also functioned as a tool to assess and enhance their effectiveness. The performance assessment of the Board of Commissioners and the Board of Directors is fully presented in the Corporate Governance section of the Annual Report.

# Kebijakan Remunerasi [GRI 2-19, GRI 2-20, GRI 2-21]

## Remuneration Policy

Dalam menentukan remunerasi bagi Dewan Komisaris dan Direksi, Perseroan mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 3 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Komponen remunerasi Dewan Komisaris terdiri dari Honorarium, Tunjangan (Tunjangan Hari Raya, Tunjangan Transportasi, Asuransi Purna Jabatan), Fasilitas, Tantiem/Insentif Kinerja/ Insentif. Komponen remunerasi Direksi terdiri dari Gaji, Tunjangan (Tunjangan Hari Raya, Tunjangan Perumahan, Asuransi Purna Jabatan), Fasilitas, Tantiem/Insentif Kinerja/ Insentif. Struktur remunerasi Dewan Komisaris dan Direksi telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

To determine the remuneration for the Board of Commissioners and Board of Directors, the Company refers to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 dated March 3, 2023 concerning Organs and Human Resources of State-Owned Enterprises. The components of the remuneration for the Board of Commissioners and Board of Directors consist of Honorarium; Allowances; Facilities; Tantiem/Performance Incentives/ Incentives. The remuneration structure for the Board of Commissioners and Board of Directors has been presented in full in the Annual Report in the Corporate Governance section.

Remunerasi berupa tantiem /insentif kinerja mempertimbangkan pencapaian kinerja Perseroan selama tahun buku serta penilaian Key Performance Indicators (KPI) yang telah ditetapkan. Perseroan menerapkan mekanisme clawback terhadap komponen remunerasi variabel apabila di kemudian hari terbukti terdapat pelanggaran hukum, pelanggaran etika, atau kondisi yang memengaruhi dasar penetapan insentif. Perseroan juga mempertimbangkan KPI terkait ESG tercakup dalam KPI Unit Corporate Communication and Community Development yang bertanggung jawab langsung kepada Direktur Utama yang berada di bawah pengawasan Dewan Komisaris.

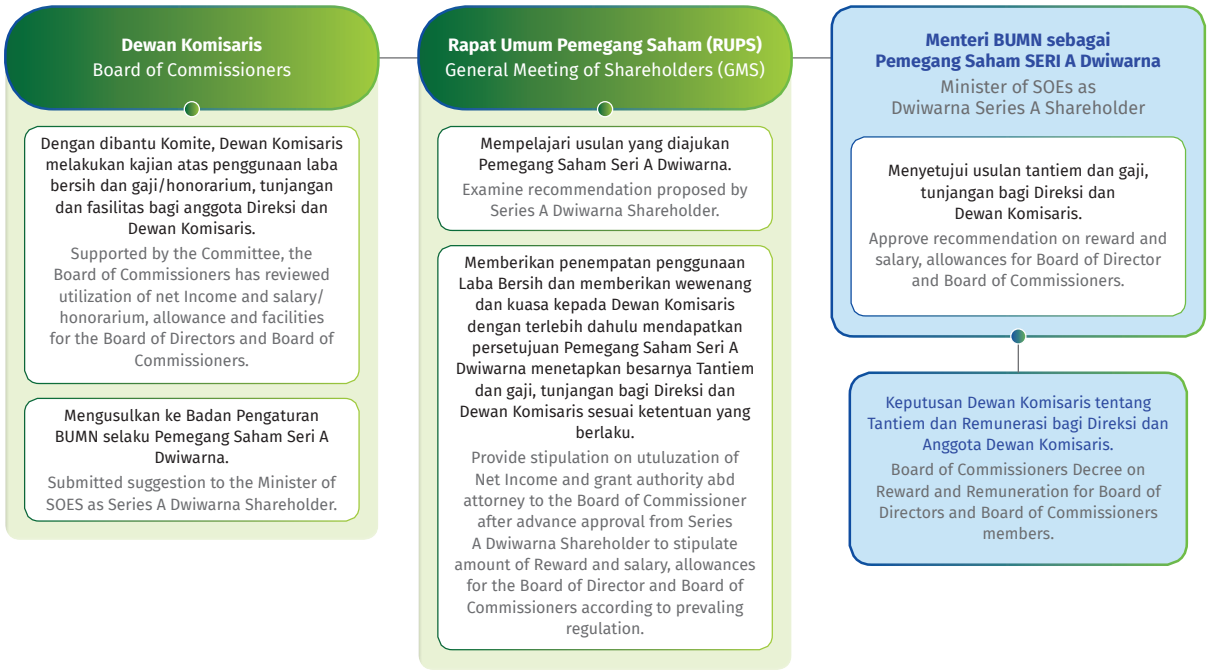
Remuneration for the Board of Commissioners and Directors, such as bonuses, considers the Company's performance achievements during the fiscal year and the assessment of established Key Performance Indicators (KPIs). The Company implements a clawback mechanism for variable remuneration components if legal violations, ethical violations, or circumstances that influence the basis for determining incentives are later proven. The Company also considers ESG-related KPIs, which are included in the KPIs of the Corporate Communication and Community Development Unit, which reported directly to the President Director and is under the supervision of the Board of Commissioners.

Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan telah mengikuti aturan yang berlaku, dengan memperhatikan dan mempertimbangkan hasil kajian yang dilakukan oleh Komite Nominasi, Remunerasi dan Risiko. Kemudian, Komite Nominasi, Remunerasi dan Risiko mengusulkan remunerasi kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna untuk selanjutnya disetujui dan diusulkan untuk mendapatkan penetapan dan/atau persetujuan RUPS Tahunan. Perseroan tidak melibatkan konsultan remunerasi independen dalam menetapkan remunerasi Dewan Komisaris dan Direksi.

The remuneration for the Board of Commissioners and Directors complies with applicable regulations, taking into account and considering the results of a review conducted by the Nomination, Remuneration, and Risk Committee. The Nomination, Remuneration, and Risk Committee then proposes the remuneration to the Minister of State-Owned Enterprises, as the holder of the Series A Dwiwarna Share, for subsequent approval and submission for determination and/ or approval at the Annual General Meeting of Shareholders. The Company does not engage an independent remuneration consultant in determining the remuneration for the Board of Commissioners and Directors.

## Bagan Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Procedure Chart for Determining Remuneration for the Board of Commissioners and Directors




Dewan Komisaris dibantu Komite Remunerasi dan Nominasi yang diketuai oleh Komisaris Independen melakukan kajian atas penggunaan laba bersih dan gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi dan dewan Komisaris.

Pada tahun 2025, Jasa Marga menyelenggarakan 1 (satu) kali RUPS Tahunan untuk Periode Tahun Buku 2024 pada tanggal 7 Mei 2025. Dalam RUPS tahunan tersebut, penetapan gaji/ honorarium berikut fasilitas dan tunjangan untuk Dewan Komisaris dan Direksi Tahun Buku 2025 serta tantiem/ insentif kinerja/insentif khusus untuk Dewan Komisaris dan Direksi Tahun Buku 2024 menjadi Mata Acara keempat. Hasil pemungutan suara para pemangku kepentingan atas penetapan remunerasi Dewan Komisaris dan Direksi sebanyak 6.107.815.973 (97,81%) setuju, 48.070.852 (0,77%) tidak setuju, dan 88.507.598 (1,42%) abstain.

Informasi terkait dengan Remunerasi Dewan Komisaris dan Direksi secara rinci dapat dilihat pada Laporan Tahunan 2025 di bagian Tata Kelola Perusahaan.

Terkait kebijakan remunerasi anggota Dewan Direksi maupun Dewan Komisaris yang baru menjabat dapat mulai bertugas pada waktu yang berbeda, misalnya pada awal tahun, pertengahan tahun, maupun akhir tahun semuanya mengikuti ketentuan dari Peraturan Pemerintah atau regulasi BUMN.

The Board of Commissioners, assisted by the Remuneration and Nomination Committee, chaired by an Independent Commissioner, reviewed the use of net profit and salaries/ honorariums, allowances, and facilities for members of the Board of Directors and Board of Commissioners.

In 2025, Jasa Marga held one Annual General Meeting of Shareholders (AGMS) for the 2024 Fiscal Year on May 7, 2025. At the GMS, the determination of salaries/honorariums, along with facilities and allowances for the Board of Commissioners and Board of Directors for the 2025 Fiscal Year, as well as bonuses/performance incentives/special incentives for the Board of Commissioners and Board of Directors for the 2024 Fiscal Year, was the fourth meeting agenda item. The results of the stakeholder vote on the determination of the remuneration for the Board of Commissioners and Board of Directors were 6,107,815,973 (97.81%) in favor, 48,070,852 (0.77%) against, and 88,507,598 (1.42%) abstained.

Detailed information regarding the remuneration of the Board of Commissioners and Directors can be found in the Corporate Governance section of the Annual Report.

With regard to the remuneration policy for members of the Board of Directors and the Board of Commissioners, newly appointed members may commence their duties at different times, for example at the beginning, middle, or end of the year, all of which are subject to applicable Government Regulations or State-Owned Enterprise (SOE) regulations..

Selanjutnya, tidak terdapat kebijakan pemberian pesangon bagi anggota Direksi maupun Dewan Komisaris. Pada saat masa jabatan berakhir atau terjadi pemberhentian, yang diberikan hanya hak-hak yang menjadi kewajiban perusahaan, seperti pembayaran gaji sesuai ketentuan yang berlaku, berdasarkan surat dari Kementerian maupun Peraturan Menteri. Pembayaran tersebut dilakukan sesuai dengan jangka waktu masa jabatan yang telah dijalani. Namun demikian, tidak terdapat kompensasi tambahan dalam bentuk pesangon dan tidak terdapat tunjangan pensiun bagi anggota Direksi maupun Dewan Komisaris. Namun demikian, terdapat program yang disebut Asuransi Purna Jabatan, yaitu program asuransi yang manfaatnya diberikan pada saat masa jabatan berakhir.

Selain itu, Perseroan juga telah mengungkapkan rasio total kompensasi Direktur Utama dengan median kompensasi tahunan karyawan serta perbandingan kenaikan kompensasi tahunan Direktur Utama terhadap kenaikan persentase median jumlah kompensasi tahunan karyawan. Total kompensasi karyawan merupakan jumlah dari seluruh kompensasi yang diterima oleh karyawan. Adapun rincian disajikan sebagai berikut.

Furthermore, there was no severance policy applicable to members of the Board of Directors or the Board of Commissioners. Upon the completion of their term of office or in the event of termination, only entitlements constituting the Company's obligations were provided, such as salary payments in accordance with applicable provisions, based on letters from the Ministry or relevant Ministerial Regulations. Such payments were made in accordance with the period of service rendered. However, no additional compensation in the form of severance pay was provided, and no pension benefits were granted to members of the Board of Directors or the Board of Commissioners. Nevertheless, there was a program known as Post-Term Insurance (Asuransi Purna Jabatan), which provided benefits upon the completion of the term of office.

In addition, the Company had reported the ratio of the President Director's total compensation to the median annual employee compensation, as well as the ratio of the President Director's annual compensation increase to the median percentage increase in employee annual compensation. Total employee compensation is the sum of all compensation received by employees. The details are presented below:



### Tabel Perbandingan Kompensasi Tahunan
### Table of Ratio of Annual Compensation

| Keterangan<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Remunerasi Direktur Utama (Rp)<br>Remuneration of the President Director (IDR) | **3.972.000.000** | 3.972.000.000 | 3.828.000.000 |
| Jumlah Karyawan Tetap (Induk) (Orang)<br>Number of Permanent Employees (Parent Company) (Person) | **1.759** | 1.853 | 1.950 |
| Penghasilan Terendah Karyawan Tetap (Rp)<br>Lowest Income of Permanent Employees (IDR) | **8.112.000** | 7.749.000 | 7.150.000 |
| Penghasilan Tertinggi Karyawan Tetap (Rp)<br>Highest Income of Permanent Employees (IDR) | **125.000.000** | 125.000.000 | 125.000.000 |
| Rata-rata Total Kompensasi Tahunan Karyawan Tetap (Di Luar Direksi dan Dewan Komisaris) - Tanpa Insentif (Rp)<br>Average Total Annual Compensaation of Permanent Employees (Excluding Directors and Board of Commissioners) - Without Incentives (IDR) | **192.767.632** | 181.677.598 | 214.068.982 |
| Median Kompensasi Tahunan Karyawan (Rp)<br>Median Annual Employee Compensation (IDR) | **154.594.104** | 167.035.452 | 161.334.000 |
| Rasio Perbandingan Kompensasi Tahunan Direktur Utama Terhadap Rata-rata Kompensasi Tahunan Karyawan<br>Ratio of Annual Compensation of President Director to Average Annual Compensation of Employees | **1 : 20,61** | 1: 21,98 | 1 : 17,88 |
| Perbandingan Kenaikan Kompensasi Tahunan Direktur Utama Terhadap Kenaikan Persentase Rata-rata Jumlah Kompensasi Tahunan Karyawan<br>Comparison of Annual Compensation Increase of President Director to Average Percentage Increase of Annual Compensation of Employees | **1 : 0** | 1 : -4,45 | 1 : -5,43 |
| Rasio Perbandingan Kompensasi Tahunan Direktur Utama Terhadap Median Kompensasi Tahunan Karyawan<br>Ratio of Annual Compensation of President Director to Median Annual Compensation of Employees | **1 : 25,69** | 1 : 23,78 | 1: 23,73 |

| Keterangan<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Perbandingan Kenaikan Kompensasi Tahunan Direktur Utama Terhadap Kenaikan Persentase Median Jumlah Kompensasi Tahunan Karyawan<br>Comparison of Annual Compensation Increase for CEOs to Median Percentage Increase in Annual Compensation of Employees | 1 : 0 | 1 : 1,06 | 1 : 0,37 |

**Keterangan / Information:**
Karyawan pada tabel di atas adalah karyawan tetap PT Jasa Marga (Persero) Tbk baik di lingkup kantor pusat maupun penugasan di entitas anak perusahaan yang kompensasinya diproses di induk.

The employees in the table above are permanent employees of PT Jasa Marga (Persero) Tbk both at the head office and assigned to subsidiary entities whose compensation is processed at the parent company.

Data rasio kompensasi disusun berdasarkan total kompensasi tahunan yang diterima oleh anggota Direksi (individu dengan bayaran tertinggi) dibandingkan dengan total kompensasi tahunan rata-rata seluruh karyawan tetap Perseroan, tidak termasuk individu dengan bayaran tertinggi. Kompensasi mencakup gaji tetap, tunjangan, tantiem/insentif kinerja, dan manfaat lainnya. Perhitungan dilakukan untuk periode tahun buku yang sama, sesuai data keuangan dan payroll internal Perseroan.

Data of The compensation ratio was based on the total annual compensation received by the Board of Directors (the highest-paid individual) compared to the average total annual compensation of all permanent employees of the Company, excluding the highest-paid individual. Compensation included fixed salary, allowances, bonuses/performance incentives, and other benefits. The calculation was made for the same fiscal year period, based on the Company's internal financial and payroll data.



# Rapat Direksi dan Dewan Komisaris

## Meeting of the Board of Directors and Board of Commissioners

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan sesuai dengan Anggaran Dasar PT Jasa Marga (Persero) Tbk pasal 16, bahwa Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan, serta mengadakan rapat koordinasi Dewan Komisaris dengan Direksi secara berkala, paling kurang 1 (satu) kali dalam 4 (empat) bulan. Sedangkan, rapat Direksi dilakukan sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Adapun jumlah kehadiran rapat Dewan Komisaris dan Direksi sebagai berikut.

In accordance with Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and in accordance with Article 16 of the Articles of Association of PT Jasa Marga (Persero) Tbk, the Board of Commissioners must hold meetings minimally 1 (one) time in 2 (two) months, and hold coordination meetings between the Board of Commissioners and the Board of Directors periodically, minimally 1 (one) time in 4 (four) months. Meanwhile, the Board of Directors meeting is held minimally 1 (one) time in 1 (one) month. The number of attendance of the Board of Commissioners and the Board of Directors meetings is as follows:

## Tabel Kehadiran Anggota Dewan Komisaris pada Rapat Dewan Komisaris Tahun 2025

### Table of Attendance of Board of Directors Members at the 2025 Board of Cimmissioners' Meeting

| **Nama** Name | **Jumlah Rapat** Number of Meeting Within A Year | **Jumlah Rapat yang Wajib Dihadiri** Number of Meeting Mandatorily Attended | **Jumlah Rapat yang Dihadiri** Number of Attended Meeting | **Persentase Kehadiran** Attendance Percentage (%) | **Rata-Rata** Average (%) |
|---|---|---|---|---|---|
| Juri Ardiantoro* | 17 | 11 | 11 | 100 | 95 |
| Syamsul Bachri Yusuf* | | 11 | 10 | 91 | |
| Asrorun Ni'am Sholeh* | | 11 | 10 | 91 | |
| Nachrowi Ramli* | | 11 | 11 | 100 | |
| Rudi Antariksawan * | | 11 | 10 | 91 | |
| Tedi Kurniawan*** | | 1 | 1 | 100 | |
| Mohammad Zainal Fatah** | | 6 | 6 | 100 | |
| Marsetio** | | 6 | 6 | 100 | |
| Chandra Wijaya** | | 6 | 5 | 83 | |
| Abdul Rachman** | | 6 | 6 | 100 | |
| M. Roskanedi** | | 6 | 6 | 100 | |
| Raja Erizman** | | 6 | 5 | 83 | |
| Seppalga Ahmad**** | | 16 | 15 | 94 | |

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

## Tabel Kehadiran Anggota Direksi Pada Rapat Direksi Tahun 2025

### Table of Attendance of Board of Directors Members at the 2025 Board of Directors' Meeting

| **Nama** Name | **Jumlah Rapat** Number of Meeting Within A Year | **Jumlah Rapat yang Wajib Dihadiri** Number of Meeting Mandatorily Attended | **Jumlah Rapat yang Dihadiri** Number of Attended Meeting | **Persentase Kehadiran** Attendance Percentage (%) | **Rata-Rata** Average (%) |
|---|---|---|---|---|---|
| Rivan A. Purwantono* | 48 | 34 | 33 | 97 | 99 |
| Pramitha Wulanjani | | 48 | 48 | 100 | |
| Fitri Wiyanti | | 48 | 48 | 100 | |
| Reza Febriano | | 48 | 44 | 92 | |
| Yoga Tri Anggoro* | | 34 | 34 | 100 | |
| Ari Respati*** | | 2 | 2 | 100 | |
| Yaya Ruhiya*** | | 2 | 2 | 100 | |
| Subakti Syukur** | | 14 | 14 | 100 | |
| Bagus Cahya Arinta B.** | | 14 | 14 | 100 | |
| M. Agus Setiawan**** | | 46 | 46 | 100 | |

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025

Informasi terkait rapat gabungan Direksi dan Dewan Komisaris disampaikan pada Bab Tata Kelola dalam Laporan Tahunan Jasa Marga 2025.

Information regarding joint meetings of the Board of Directors and the Board of Commissioners is presented in the Corporate Governance chapter of the 2025 Jasa Marga Annual Report.

# Penanggung Jawab Penerapan Pembangunan Berkelanjutan [OJK E.1, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

## Person in Charge for the Implementation of Sustainable Development

### Peran Badan Tata Kelola Tertinggi dalam Mengawasi Manajemen Dampak [OJK E.1, GRI 2-9, 2-12, 2-14]

Perseroan senantiasa memastikan bahwa prinsip integritas dan keberlanjutan terintegrasi secara substantif dalam perumusan strategi jangka panjang melalui penerapan kerangka *governans* yang terstruktur, akuntabel, dan keberlanjutan. Integrasi ini dimulai dari penyelarasan visi, misi, serta rencana jangka panjang perusahaan (RJPP) dengan Kebijakan Keberlanjutan, *Roadmap*, dan *Action Plan* ESG yang telah ditetapkan. Direksi bersama Komite *Sustainability* secara aktif memastikan bahwa setiap inisiatif strategis mempertimbangkan aspek ekonomi, sosial, dan lingkungan secara seimbang, termasuk dalam pengelolaan risiko dan pengambilan keputusan investasi. keterlibatan Dewan Komisaris melalui fungsi pengawasan dan pemberian arahan strategis memastikan bahwa prinsip integritas dijalankan secara konsisten, termasuk melalui penerapan kode etik, sistem pengendalian internal, serta manajemen risiko yang komprehensif. Proses *monitoring* dan evaluasi yang dilakukan secara berkala terhadap indikator kinerja keberlanjutan menjadi mekanisme kunci untuk memastikan bahwa implementasi strategi telah dilaksanakan secara konsisten.

Perseroan juga mengedepankan transparansi dan akuntabilitas melalui pelaporan keberlanjutan yang terintegrasi dan sesuai dengan standar yang berlaku, serta melibatkan pemangku kepentingan dalam proses perumusan dan evaluasi strategi. Dengan demikian, *governans* yang kuat tidak hanya menjaga integritas operasional, tetapi juga memperkuat ketahanan usaha dan kemampuan Perseroan dalam menciptakan nilai jangka panjang yang berkelanjutan di tengah dinamika lingkungan bisnis yang terus berkembang. Perseroan juga senantiasa berupaya memastikan bahwa badan tata kelola tertinggi memiliki pemahaman yang memadai serta kesiapan yang komprehensif dalam memenuhi kewajiban pengungkapan keberlanjutan sesuai dengan Standar Pengungkapan Keberlanjutan (SPK 1 dan SPK 2). Implementasi SPK 1 dan SPK 2 telah diinternalisasi

### The Role of the Highest Governance Body in Overseeing Impact Management [OJK E.1, GRI 2-9, 2-12, 2-14]

The Company consistently ensured that the principles of integrity and sustainability were substantively integrated into the formulation of its long-term strategy through the implementation of a structured, accountable, and sustainable governance framework. This integration began with the alignment of the Company's vision, mission, and Long-Term Corporate Plan (RJPP) with the established Sustainability Policy, ESG Roadmap, and ESG Action Plan. The Board of Directors, together with the Sustainability Committee, actively ensured that each strategic initiative considered economic, social, and environmental aspects in a balanced manner, including in risk management and investment decision-making. The involvement of the Board of Commissioners through its oversight and strategic guidance function ensured that the principle of integrity was consistently upheld, including through the implementation of the Code of Conduct, internal control systems, and comprehensive risk management. Periodic monitoring and evaluation of sustainability performance indicators served as a key mechanism to ensure that strategy implementation was carried out consistently.

The Company also emphasized transparency and accountability through integrated sustainability reporting in accordance with applicable standards, while engaging stakeholders in the process of strategy formulation and evaluation. Accordingly, strong governance not only safeguarded operational integrity but also strengthened business resilience and the Company's ability to create long-term sustainable value amid the continuously evolving business environment. The Company also consistently ensured that the highest governance bodies possessed adequate understanding and comprehensive readiness to fulfill sustainability disclosure obligations in accordance with the Sustainability Disclosure Standards (SPK 1 and SPK 2). The implementation of SPK 1 and SPK 2 had been internalized within the sustainability reporting process based on four key pillars. Under the Governance aspect, the Company

dalam proses pelaporan keberlanjutan berdasarkan empat pilar utama. Pada aspek *Governance*, Perseroan memastikan adanya struktur dan mekanisme pengawasan yang jelas melalui Direksi, Dewan Komisaris, dan Komite *Sustainability* untuk menjamin integritas pelaporan. Pada aspek Strategy, pengungkapan keberlanjutan telah diselaraskan dengan roadmap ESG Perseroan. Pada aspek *Risk Management*, Perseroan mengintegrasikan risiko keberlanjutan, termasuk risiko iklim dan operasional, ke dalam sistem manajemen risiko perusahaan. Sementara pada aspek *Metrics & Targets*, Perseroan telah menetapkan target dan inisiatif kinerja keberlanjutan yang terukur serta melakukan pemantauan dan evaluasi secara berkala untuk memastikan pencapaian target keberlanjutan.

ensured a clear structure and oversight mechanism through the Board of Directors, the Board of Commissioners, and the Sustainability Committee to safeguard reporting integrity. Under Strategy, sustainability disclosures had been aligned with the Company's ESG roadmap. Under Risk Management, the Company integrated sustainability risks, including climate and operational risks, into its enterprise risk management system. Meanwhile, under Metrics & Targets, the Company had established measurable sustainability performance targets and initiatives, and conducted regular monitoring and evaluation to ensure the achievement of sustainability objectives.

Sebagai bentuk penguatan implementasi governansi keberlanjutan tersebut, Direksi Perseroan telah membentuk Komite *Sustainability*, yang sebelumnya bernama Komite Tanggung Jawab Sosial dan Lingkungan (TJSL), sesuai dengan arahan BP BUMN melalui Peraturan Menteri Nomor: PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Pembentukan Komite *Sustainability* ditetapkan melalui Keputusan Direksi Nomor: 145/KPTS/2025 tentang Pembentukan Komite *Sustainability* di Lingkungan PT Jasa Marga (Persero) Tbk. Maka dengan begitu Keputusan Direksi Nomor: 154/KPTS/2024 tentang Penetapan Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) Periode 2024–2025 di Lingkungan Jasa Marga Group serta Keputusan Direksi Nomor: 169/KPTS/2022 tanggal 23 Desember 2022 tentang Pembentukan Struktur Organisasi serta Tugas dan Tanggung Jawab Komite Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Jasa Marga (Persero) Tbk dinyatakan tidak berlaku. Komite Sustainability memiliki peran yang lebih luas, mencakup koordinasi antar unit/direktorat untuk merumuskan tujuan dan petunjuk pelaksanaan Program Keberlanjutan, pemetaan dan penyusunan program, serta membantu Direksi dalam melaksanakan *monitoring* dan evaluasi (MONEV) atas pelaksanaannya. Selain itu, fungsi Komite Sustainability di antaranya:

1. Melakukan koordinasi lintas Direktorat, Unit Kerja, Regional, Service Provider, dan Anak Perusahaan dalam merumuskan arah, strategi, dan kebijakan keberlanjutan Perseroan.
2. Melakukan perencanaan, pemetaan, dan penyusunan strategi serta program keberlanjutan yang mengacu pada Kebijakan Keberlanjutan (*Sustainability Policy*), *Roadmap*, dan *Action Plan* ESG Perseroan.

As part of strengthening sustainability governance implementation, the Company's Board of Directors established the Sustainability Committee, formerly known as the Corporate Social and Environmental Responsibility (CSER) Committee, in accordance with the directive of the Ministry of State-Owned Enterprises (BP BUMN) through Ministerial Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Corporate Social and Environmental Responsibility Programs for State-Owned Enterprises. The establishment of the Sustainability Committee was formalized through Board of Directors Decree No. 145/KPTS/2025 concerning the Establishment of the Sustainability Committee within PT Jasa Marga (Persero) Tbk. Accordingly, Board of Directors Decree No. 154/KPTS/2024 concerning the Determination of the CSER Committee for the 2024–2025 Period within the Jasa Marga Group and Board of Directors Decree No. 169/KPTS/2022 dated 23 December 2022 concerning the Establishment of the Organizational Structure, Duties, and Responsibilities of the CSER Committee within PT Jasa Marga (Persero) Tbk were declared no longer valid. The Sustainability Committee has a broader role, encompassing coordination across units and directorates in formulating sustainability objectives and implementation guidelines, mapping and developing programs, as well as assisting the Board of Directors in conducting monitoring and evaluation (MONEV) of implementation, with its functions including:

1. Coordinating across Directorates, Work Units, Regional Offices, Service Providers, and Subsidiaries in formulating the Company's sustainability direction, strategy, and policies.
2. Planning, mapping, and developing sustainability strategies and programs based on the Company's Sustainability Policy, *Roadmap*, and ESG Action Plan.

3. Melakukan pemantauan, evaluasi, dan pengawasan terhadap pencapaian indikator kinerja keberlanjutan dan implementasi ESG Perseroan.
4. Memberikan rekomendasi strategis kepada Direksi terkait inisiatif, pengelolaan risiko, dan peluang keberlanjutan guna mendukung penciptaan nilai jangka panjang Perseroan.
5. Mendukung penyusunan dan pelaporan Laporan Keberlanjutan (Sustainability Report) Perseroan secara berkala.

Komite Sustainability bertanggung jawab kepada Direktur Utama Perseroan, dengan tugasnya untuk melaksanakan fungsi pengawasan strategis yang dilakukan melalui Steering Committee yang melibatkan Direksi dan Dewan Komisaris. Ketua Komite Sustainability secara berkala pada setiap triwulan atau 4 (empat) kali dalam setahun menyampaikan laporan kinerja dan perkembangan implementasi strategi keberlanjutan kepada Direktur Utama dan dilaporkan kepada Dewan Komisaris untuk selanjutnya memperoleh arahan strategis melalui forum rapat dan/atau diskusi. Dewan Komisaris selanjutnya menjalankan fungsi pemantauan, pengawasan, dan evaluasi efektivitas pelaksanaan program ESG termasuk pemantauan atas risiko dan peluang terkait perubahan iklim, serta mempertimbangkan masukan para pemangku kepentingan dalam arahan strategis keberlanjutan Perseroan.

Pembentukan Komite Sustainability yang dilakukan pada tahun 2025 menjadi langkah awal dalam proses transisi penguatan tata kelola keberlanjutan Perseroan. Sampai dengan akhir tahun 2025, Perseroan belum melakukan rekrutmen khusus karyawan untuk menangani perubahan iklim. Seiring dengan hal tersebut, penguatan lebih lanjut direncanakan untuk dilaksanakan pada tahun 2026 melalui strategi rekrutmen tambahan, *redeployed*, serta program *upskilling* dan *reskilling* bagi Tim Perubahan Iklim guna memastikan kesiapan kompetensi dan efektivitas pelaksanaan tugas sesuai dengan kebutuhan Perseroan.

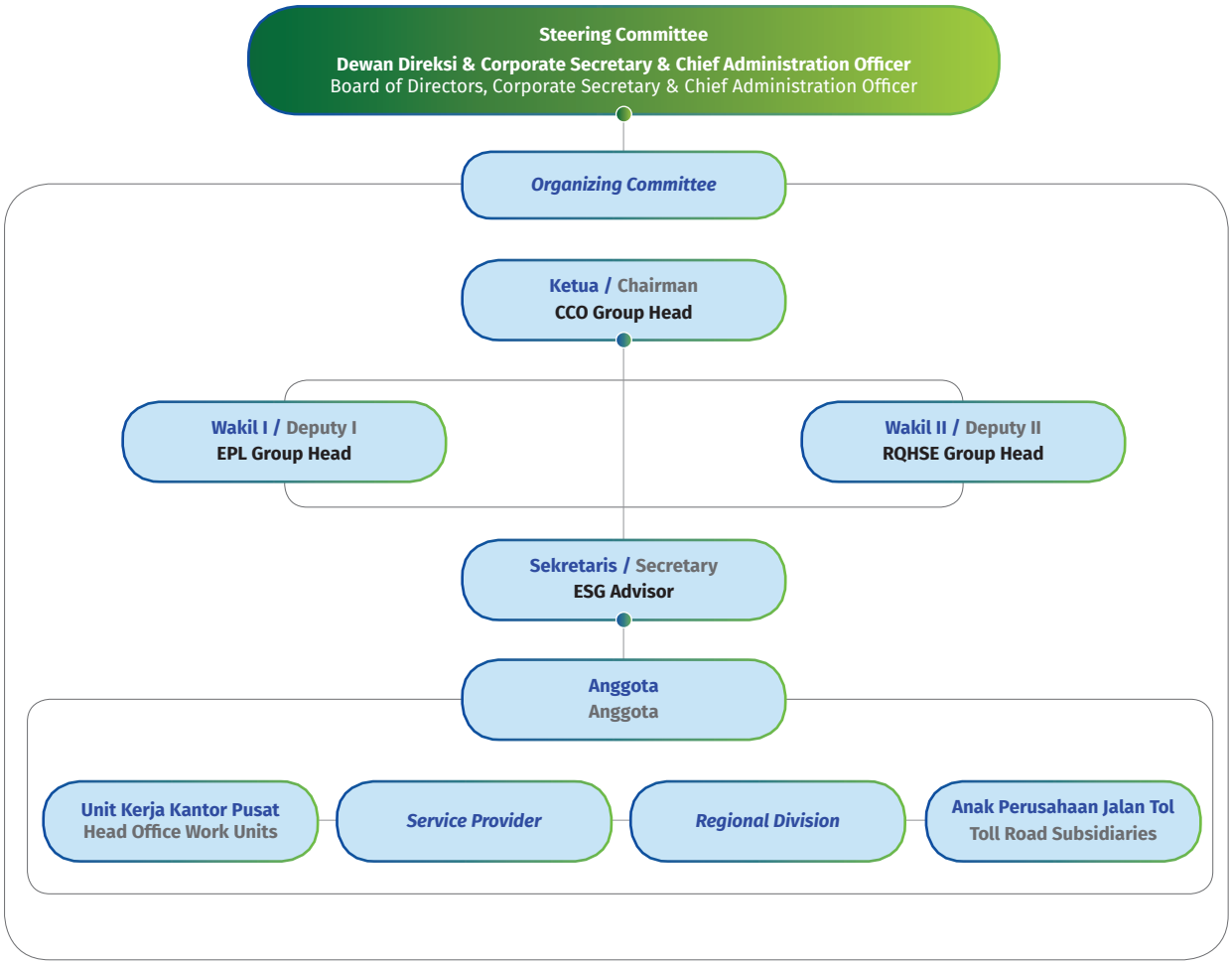
3. Monitoring, evaluating, and supervising the achievement of sustainability performance indicators and ESG implementation.
4. Providing strategic recommendations to the Board of Directors regarding sustainability initiatives, risk management, and opportunities to support the Company's long-term value creation.
5. Supporting the periodic preparation and reporting of the Company's Sustainability Report.

The Sustainability Committee is responsible to the President Director of the Company, with the task of carrying out strategic oversight functions carried out through the Steering Committee involving the Board of Directors and the Board of Commissioners. The Chair of the Sustainability Committee periodically every quarter or 4 (four) times a year submits performance reports and progress on the implementation of the sustainability strategy to the President Director and is reported to the Board of Commissioners to further obtain strategic direction through meeting forums and/or discussions. The Board of Commissioners then carries out the function of monitoring, supervising, and evaluating the effectiveness of the implementation of the ESG program including monitoring risks and opportunities related to climate change, as well as considering input from stakeholders in the strategic direction of the Company's sustainability.

The establishment of the Sustainability Committee in 2025 marked the first step in the transition process to strengthen the Company's sustainability governance. As of the end of 2025, the Company had not yet recruited any employees specifically to address climate change. In line with this, further strengthening was planned for 2026 through additional recruitment strategies, redeployment, and upskilling and reskilling programs for the Climate Change Team to ensure competency readiness and effective task execution in line with the Company's needs.

Adapun struktur komite Sustainability di lingkungan Jasa Marga Group adalah sebagai berikut.

The structure of the Sustainability Committee within the Jasa Marga Group is as follows:




Susunan Komite Sustainability sebagai berikut:

The composition of the Sustainability Committee is as follows:

| **Jabatan**<br>Position | **Kedudukan dalam Komite**<br>Position in the Committee |
|---|---|
| Dewan Direksi dan *Corporate Secretary & Chief Administration Officer*<br>The Board of Directors and the Corporate Secretary & Chief Administration Officer | *Steering Committee* |
| *Corporate Communication and Community Development Group Head* | Ketua<br>Chairman |
| *Engineeting Planning Group Head* | Wakil I<br>Vice Chairman I |
| *Risk & Quality, Health, Safety & Environment Group Head* | Wakil 2<br>Vice Chairman 2 |
| *Environment, Social & Governance Advisor* | Sekretaris<br>Secretary |
| Para Senior *Group Head, Senior General Manager, Group Head*, Direktur Anak Perusahaan<br>Senior Group Heads, Senior General Managers, Group Heads, and Directors of Subsidiaries | Anggota<br>Member |

## Delegasi Tanggung Jawab untuk Mengelola Dampak [OJK E.1, GRI 2-13, 2-14]

Direksi Perseroan telah membentuk Komite Sustainability sesuai dengan arahan BP BUMN melalui Peraturan Menteri Nomor: PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Pembentukan Komite Sustainability ditetapkan melalui Keputusan Direksi Nomor: 145/KPTS/2025 tentang Pembentukan Komite Sustainability di Lingkungan PT Jasa Marga (Persero) Tbk.

Komite Sustainability bertanggung jawab kepada Direktur Utama Perseroan, dengan tugasnya untuk melaksanakan fungsi pengawasan strategis yang dilakukan melalui Steering Committee yang melibatkan Direksi dan Dewan Komisaris. Frekuensi penyampaian laporan kinerja keberlanjutan dan perkembangan implementasi strategi keberlanjutan oleh Ketua Komite Sustainability kepada Direktur Utama dan dilaporkan kepada Dewan Komisaris untuk selanjutnya memperoleh arahan strategis melalui forum rapat dan/atau diskusi.

Adapun tugas dan tanggung jawab Komite Sustainability berdasarkan Surat Keputusan Direksi No. 145/KPTS/2025 tanggal 26 September 2025 adalah sebagai berikut.

**A. STEERING COMMITTEE**

1. Memberikan arahan strategis terkait strategi dan kebijakan keberlanjutan Perseroan yang mengacu pada Pilar ESG;
2. Menentukan arah dan Kebijakan Keberlanjutan (Sustainability Policy) sesuai dengan visi, misi, dan tujuan Perusahaan;
3. Memberikan arahan strategis terkait aspek keberlanjutan agar menjadi bagian dari budaya dan strategi Perusahaan;
4. Memberikan masukan, saran dan persetujuan atau penolakan terhadap setiap inisiatif strategis keberlanjutan Perusahaan;
5. Melakukan pengawasan, pemantauan dan evaluasi atas ketercapaian indikator strategi dan program keberlanjutan;
6. Menyetujui serta melaporkan ketercapaian kinerja strategi keberlanjutan Perusahaan melalui Laporan Keberlanjutan (Sustainability Report) tahunan.

**B. ORGANIZING COMMITTEE**

1. Mendukung dan memastikan setiap aspek strategi keberlanjutan menjadi bagian dari budaya dan strategi Perusahaan;

## Delegation of Responsibility for Managing Impacts [OJK E.1, GRI 2-13, 2-14]

The Company's Board of Directors has established a Sustainability Committee in accordance with the directives of the Ministry of State Owned Enterprises through the Ministerial Regulation Number: PER-1/MBU/03/2023 concerning Special Assignments and the Social and Environmental Responsibility Program of State Owned Enterprises. The establishment of the Sustainability Committee was stipulated through the Board of Director's Decree Number: 145/KPTS/2025 concerning the Formation of the Sustainability Committee within PT Jasa Marga (Persero) Tbk.

The Sustainability Committee is responsible to the Company's President Director, with the task of performing strategic oversight functions carried out through a Steering Committee involving the Board of Directors and the Board of Commissioners. The frequency of submitting sustainability perfor mance reports and the progress of sustainability strategy implementation by the Chairman of the Sustainability Committee to the president director and reported to the Board of Commissioners is intended to subsequently obtain strategic direction through meetings and/or discussion forums.

The duties and responsibilities of the Sustainability Committee based on the Board of Directors' Decree No. 145/KPTS/2025 dated September 26, 2025 are as follows.

**A. STEERING COMMITTEE**

1. Providing strategic direction regarding the Company's sustainability strategy and policies based on ESG Pillars;
2. Determining the direction and Sustainability Policy in accordance with the Company's vision, mission, and goals;
3. Providing strategic direction regarding sustainability aspects to ensure they become part of the Company's culture and strategy;
4. Providing input, advice, and approval or rejection of each of the Company's culture and strategy;
5. Conduct oversight, monitor, and evaluate the achievement of sustainability strategy indicators and programs;
6. Approve and report the achievement of the company's sustainability strategy performance through the annual sustainability report.

**B. ORGANIZING COMMITTEE**

1. Supporting and ensures that every aspect of the susta inability strategy becomes part of the Company's culture and strategy;

2. Menganalisis dan mengevaluasi strategi keberlanjutan Perusahaan selaras dengan setiap perkembangan dan tren strategi keberlanjutan global;
3. Memastikan setiap inisiatif strategi keberlanjutan Perusahaan sejalan dengan peraturan perundangan yang berlaku;
4. Melakukan monitoring dan evaluasi ketercapaian seluruh indikator kinerja strategi keberlanjutan Perusahaan; dan
5. Melakukan penjabaran (*cascading*) target strategi keberlanjutan Perusahaan kepada Anak Perusahaan Jasa Marga Group.

**B.1. KETUA**

Ketua mempunyai tugas dan tanggung jawab sebagai berikut:

1. Memimpin rapat Komite;
2. Bertanggung jawab atas semua kegiatan perencanaan, pelaksanaan, evaluasi Kebijakan Keberlanjutan (*Sustainability Policy*) yang sesuai dengan *Roadmap* dan *Action Plan* ESG Perusahaan sehingga selaras dengan perkembangan global dan peraturan yang berlaku;
3. Menetapkan Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Roadmap* dan *Action Plan* ESG Perusahaan yang dituangkan ke dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP);
4. Mengkoordinasikan fungsi Direktorat, Unit Kerja dan Bidang yang terkait dalam implementasi Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Roadmap* dan *Action Plan* ESG Perusahaan; dan
5. Menyampaikan laporan berkala dan Laporan Keberlanjutan kepada *Steering Committee*.

**B.2. WAKIL I**

Wakil I mempunyai tugas dan tanggung jawab sebagai berikut:

1. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua;
2. Menyosialisasikan dan mempublikasikan program-program Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Roadmap* dan *Action Plan* ESG Perusahaan yang dilaksanakan Perusahaan kepada pihak pemangku kepentingan dari internal dan eksternal Perusahaan;
3. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua; dan
4. Mengevaluasi laporan berkala dan Laporan Keberlanjutan (*Sustainability Report*).

2. Analyzing and evaluate the company's sustainability strategy in alignment with global sustainability strategy trends and developments;
3. Ensures every sustainability strategic initiative of the Company is in compliance with applicable laws and regulations;
4. Monitoring and evaluating the achievement of all performance indicators of the company's sustainability strategy; and
5. Cascading the company's sustainability strategy targets to the Subsidiaries of the Jasa Marga Group.

**B.1. CHAIRMAN**

The tasks and responsibilities of the CHAIRMAN are as follows::

1. Leading committee meetings
2. Accountable for all planning, implementation, and evaluation activities of the Sustainability Policy in accordance with the Company's ESG Roadmap and Action Plan to ensure alignment with global developments and applicable regulations;
3. Establishing the Sustainability Policy in accordance with the Company's ESG Roadmap and Action Plan, as incorporated into the Corporate Business Plan and Budget and the Corporate Long-Term Plan;
4. Coordinated the functions of the Directorates, Work Units, and related Divisions in implementing the Sustainability Policy in accordance with the Company's ESG Roadmap and Action Plan; and
5. Submitting periodic reports and the Sustainability Report to the Steering Committee.

**B.2. VICE CHAIRMAN I**

The tasks and responsibilities of the Vice Chairman I are as follows:

1. Assisting and representing the Chairman's duties based on the Chairman's direction and approval;
2. Disseminating and publishing the Sustainability Policy programs in accordance with the Company's ESG Roadmap and Action Plan implemented by the Company to internal and external stakeholders;
3. Assisting and representing the Chairman's duties based on the Chairman's direction and approval; and
4. Evaluating periodic reports and the Sustainability Report.

**B.3. WAKIL II**

Wakil II mempunyai tugas dan tanggung jawab sebagai berikut:

1. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua;
2. Menyosialisasikan dan mempublikasikan program-program Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Roadmap* dan *Action Plan* ESG Perusahaan yang dilaksanakan Perusahaan kepada pihak pemangku kepentingan dari internal dan eksternal Perusahaan;
3. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua; dan
4. Mengevaluasi laporan berkala dan Laporan Keberlanjutan (*Sustainability Report*).

**B.4. SEKRETARIS**

Sekretaris mempunyai tugas dan tanggung jawab sebagai berikut:

1. Menyusun dan mempersiapkan semua kelengkapan administrasi dan dokumentasi yang diperlukan dalam rapat Komite agar dapat didistribusikan ke pihak pemangku kepentingan dari internal dan eksternal Perusahaan, meliputi antara lain:
   a. perencanaan rapat;
   b. penyusunan agenda dan rencana pembahasan;
   c. pencatatan notulen;
   d. persiapan daftar hadir Komite *Sustainability*; dan
   e. progres pembahasan kinerja strategi keberlanjutan Perusahaan dan hasil rapat, dalam bentuk risalah rapat, materi rapat dan data pendukung lainnya;
2. Mengundang Anggota Komite untuk melaksanakan rapat Komite;
3. Melakukan kegiatan korespondensi antara *Steering Committee, Organizing Committee* dan pihak-pihak terkait lainnya;
4. Mengumpulkan dokumen dan data terkait strategi keberlanjutan Perusahaan; dan
5. Melakukan *monitoring* dan evaluasi atas pelaporan kinerja strategi keberlanjutan Perusahaan melalui *platform digital*.

**B.5. ANGGOTA**

Anggota mempunyai tugas dan tanggung jawab sebagai berikut:

1. Melakukan kajian, *monitoring*, dan evaluasi pencapaian strategi keberlanjutan di Perusahaan dan Anak Perusahaan Jasa Marga Group sesuai bidangnya masing-masing;
2. Mempersiapkan data, dokumen, dan sumber daya yang dibutuhkan untuk meminimalisasi risiko kegagalan pencapaian strategi keberlanjutan Perusahaan;

**B.3. VICE CHAIRMAN II**

The tasks and responsibilities of the Vice Chairman II are as follows:

1. Assisting and representing the Chairman's duties based on the Chairman's direction;
2. Disseminated and communicated the Sustainability Policy programs implemented by the Company to both internal and external stakeholders in accordance with the Company's ESG Roadmap and Action Plan;
3. Assisted and represented the Chair in carrying out duties under the direction and approval of the Chair; and
4. Evaluated periodic reports and the Sustainability Report.

**B.4. SECRETARY**

The tasks and responsibilities of the Secretary are as follows:

1. Compiling and preparing all administrative and documentation requirements needed for Committee meetings to be distributed to internal and external stakeholders, including among others:
   a. meeting planning;
   b. preparation of of agendas and discussion plans;
   c. recording of minutes;
   d. preparation of the Sustainability Committee attendance list; and
   e. progress of the Company's sustainability strategy performance discussions and meeting results, in the form of meeting minutes, meeting materials, and other supporting data;
2. Inviting committee members to conduct committee meetings;
3. Conducting correspondence activities between the Steering Committee, Organizing Committee, and other related parties;
4. Collecting documents and data related to the Company's sustainability strategy; and
5. Monitoring and evaluating the reporting of the Company's sustainability strategy performance through digital platforms.

**B.5. MEMBERS**

Members have the following duties and responsibilities:

1. Conducting reviews, monitoring, and evaluation of the achievement of the Company's and Jasa Marga Group subsidiaries' sustainability strategy in accordance with their respective areas;
2. Preparing the required data, documents, and resources to minimize the risk of failure in achieving the Company's sustainability strategy;

3. Melakukan reviu atas kepatuhan terhadap ketentuan, peraturan perundang-undangan yang berlaku, dan prosedur internal yang relevan dengan strategi keberlanjutan Perusahaan;
4. Menyusun laporan triwulan yang terdiri atas progres dan/atau hasil kinerja strategi keberlanjutan kepada Sekretaris untuk disampaikan dalam rapat Komite; dan
5. Memberikan rekomendasi program kerja terkait implementasi strategi keberlanjutan Perusahaan.

**TUGAS DAN TANGGUNG JAWAB TIM ANGGOTA KOMITE**

**A. *SUSTAINABILITY COMMITTEE MEMBER* (SCM)**

1. Merencanakan program kerja dan anggaran program Kebijakan Keberlanjutan (*Sustainability Policy*) terkait bidang *Sustainability* sesuai dengan Rencana Kerja Anggaran (RKA) masing-masing Unit Kerja, Regional dan Anak Perusahaan dan melaporkannya sesuai peraturan yang berlaku kepada Ketua;
2. Melaksanakan program Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan bidang *Sustainability* masing-masing Unit Kerja, Regional dan Anak Perusahaan yang sudah ditetapkan dalam RKA dan RKAP;
3. Melakukan *monitoring* dan evaluasi atas pelaksanaan program Kebijakan Keberlanjutan (*Sustainability Policy*) untuk keberhasilan dan perbaikan (*improvement*) program;
4. Menyusun dan menyampaikan laporan realisasi program Kebijakan Keberlanjutan (*Sustainability Policy*) setiap triwulan kepada Ketua dengan tembusan Wakil Ketua I dan Wakil Ketua II; dan
5. Bertanggung jawab atas data dan penyusunan Laporan Keberlanjutan (*Sustainability Report*) Perusahaan.

**B. *SUSTAINABILITY PROGRAM OFFICER* (SPO)**

1. Membantu *Sustainability Committee Member* dalam pengelolaan Kebijakan Keberlanjutan (*Sustainability Policy*) terkait bidang *Sustainability*;
2. Mengidentifikasi Kebijakan Keberlanjutan (*Sustainability Policy*) dengan mempertimbangkan sumber daya, dampak dan risiko atas aktivitas Perusahaan, inisiatif program yang akan dijalankan dan pihak pemangku kepentingan (*stakeholders*);
3. Melakukan Analisis *Sustainability*, yaitu:
   a. menganalisis kesesuaian program Kebijakan Keberlanjutan (*Sustainability Policy*) terkait bidang Sustainability khususnya aspek Lingkungan, Sosial dan Tata Kelola (ESG) dengan mengacu pada dokumen *Transforming Our World*: *The 2030 Agenda for Sustainable Development*; dan
   b. membuat peta *Sustainability* dari hasil analisa tersebut;

3. Reviewing compliance with applicable laws and regulations, as well as internal procedures relevant to the Company's sustainability strategy;
4. Preparing quarterly reports consisting of progress and/or performance results of the sustainability strategy to be submitted to the Secretary for presentation in Committee meetings; and
5. Providing recommendations for work programs related to the implementation of the Company's sustainability strategy.

**DUTIES AND RESPONSIBILITIES OF COMMITTEE MEMBERS**

**A. SUSTAINABILITY COMMITTEE MEMBER (SCM)**

1. Planning work programs and budgets for the Sustainability Policy in accordance with sustainability-related functions within each Work Unit, Regional Office, and Subsidiary, aligned with the respective Work and Budget Plans (RKA), and reporting them to the Chair in accordance with applicable regulations;
2. Implementing Sustainability Policy programs in line with the sustainability functions of each Work Unit, Regional Office, and Subsidiary as defined in the RKA and Corporate Work and Budget Plan (RKAP);
3. Conducting monitoring and evaluation of Sustainability Policy program implementation to ensure effectiveness, success, and continuous improvement;
4. Preparing and submitting quarterly reports on Sustainability Policy program realization to the Chair, with copies to the Vice Chair I and Vice Chair II; and
5. Being responsible for the data and preparation of the Company's Sustainability Report.

**B. SUSTAINABILITY PROGRAM OFFICER (SPO)**

1. Assisting the Sustainability Committee Member in managing the Sustainability Policy related to sustainability matters;
2. Identifying Sustainability Policy considerations by taking into account resources, impacts and risks of the Company's activities, planned program initiatives, and stakeholders;
3. Conducting Sustainability analysis, namely:
   a. analyzing the alignment of Sustainability Policy programs related to Environmental, Social, and Governance (ESG) aspects with reference to the document Transforming Our World: The 2030 Agenda for Sustainable Development; and
   b. developing a Sustainability mapping based on the analysis results;

4. Melakukan evaluasi efektivitas program Kebijakan Keberlanjutan (*Sustainability Policy*) dan mengusulkan prioritas program untuk ditangani lebih lanjut; dan
5. Melaksanakan penyiapan data dan penyusunan Laporan Keberlanjutan (*Sustainability Report*) Perusahaan.

**C. *SUSTAINABILITY DATA COMPILER* (SDC)**

1. Menyusun data realisasi program Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan format yang disetujui;
2. Memfasilitasi dan bekerja sama dengan *Sustainability Program Officer* (SPO) dalam melakukan evaluasi atas efektivitas pelaksanaan program Kebijakan Keberlanjutan (*Sustainability Policy*) terkait bidang Sustainability khususnya aspek Lingkungan, Sosial dan Tata Kelola (ESG) dan Risiko Iklim di masing-masing Unit Kerja, Regional dan Anak Perusahaan;
3. Melaporkan kegiatan program Kebijakan Keberlanjutan (*Sustainability Policy*) dalam aplikasi untuk hal itu; dan
4. Membantu *Sustainability Program Officer* (SPO) dalam menyiapkan data Laporan Keberlanjutan (*Sustainability Report*) Perusahaan.

Komite *Sustainability* melakukan rapat koordinasi secara rutin setiap tahunnya. Selama tahun 2025, Komite *Sustainability* telah melakukan rapat koordinasi satu kali dalam setiap tahunnya di antaranya dengan pembahasan Jasa Marga *Sustainability and Communication Summit* (JSCS) 2025. Dalam berbagai kesempatan pada rapat gabungan antara Dewan Komisaris dan Direksi, maupun pada pembahasan RKAP Perseroan, tema keberlanjutan selalu menjadi pembahasan dan menjadi perhatian Dewan Komisaris dalam mewujudkan aspirasi pemegang saham terkait pelaksanaan ESG di lingkup Jasa Marga, khususnya dari Badan Pengaturan BUMN/BP BUMN selaku kuasa pemegang saham mayoritas, Pemerintah Indonesia. Dewan Komisaris senantiasa melakukan fungsi pengawasan atas pelaksanaan strategi keberlanjutan dijalankan selaras dengan fungsi pengawasan terhadap pelaksanaan strategi operasi dan bisnis Perseroan.

Selain itu, Perseroan juga memiliki ESG Advisor yang berfungsi melaksanakan perencanaan, implementasi, evaluasi dan koordinasi baik strategis maupun dengan Unit Kerja dan *stakeholder* terkait terhadap faktor ESG dan keberlanjutan Perseroan sesuai dengan Visi dan Misi, arahan strategis bisnis Perseroan serta Rencana Jangka Panjang Perusahaan. Pembentukan ESG Advisor telah tercantum dalam Surat Keputusan Direksi Nomor: 56/KPTS/2024 tentang Uraian Jabatan Fungsional *Environmental, Social & Governance* (ESG) Advisor PT Jasa Marga (Persero) Tbk. ESG Advisor berkedudukan di Corporate Communication & Community Development Group dan bertanggung jawab kepada Corporate Communication & Community Development Group Head.

4. Evaluating the effectiveness of Sustainability Policy programs and proposing priority programs for further action; and
5. Preparing data and supporting the preparation of the Company's Sustainability Report.

**C. SUSTAINABILITY DATA COMPILER (SDC)**

1. Preparing data on the realization of Sustainability Policy programs in accordance with the approved format;
2. Facilitating and collaborating with the Sustainability Program Officer (SPO) in evaluating the effectiveness of Sustainability Policy program implementation related to sustainability aspects, particularly Environmental, Social, and Governance (ESG) aspects and climate risk across each Work Unit, Regional Office, and Subsidiary;
3. Reporting Sustainability Policy program activities through the designated application system; and
4. Supporting the Sustainability Program Officer (SPO) in preparing data for the Company's Sustainability Report.

The Sustainability Committee conducted regular coordination meetings on an annual basis. During 2025, the Sustainability Committee held one coordination meeting, which included discussions on the Jasa Marga Sustainability and Communication Summit (JSCS) 2025. In various instances, including joint meetings between the Board of Commissioners and the Board of Directors, as well as discussions on the Company's Work and Budget Plan (RKAP), sustainability themes were consistently addressed and remained a key focus of the Board of Commissioners in realizing shareholder expectations related to ESG implementation within Jasa Marga, particularly from the Ministry of State-Owned Enterprises (BP BUMN) as the authorized representative of the majority shareholder, the Government of Indonesia. The Board of Commissioners consistently exercised its oversight function to ensure that the implementation of the sustainability strategy was aligned with its oversight of the Company's operational and business strategies.

In addition, the Company also appointed an ESG Advisor responsible for planning, implementing, evaluating, and coordinating ESG and sustainability factors both strategically and with relevant work units and stakeholders, in alignment with the Company's Vision and Mission, strategic business direction, and Long-Term Corporate Plan. The establishment of the ESG Advisor was stipulated in Board of Directors Decree No. 56/KPTS/2024 concerning the Job Description of the Environmental, Social & Governance (ESG) Advisor at PT Jasa Marga (Persero) Tbk. The ESG Advisor is positioned within the Corporate Communication & Community Development Group and reports to the Head of the Corporate Communication & Community Development Group.

# Pengembangan Kompetensi Terkait Pembangunan Berkelanjutan

**[OJK E.2, GRI 2-17, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]**

## Competency Development Regarding Sustainable Development

Dalam meningkatkan pengetahuan, keterampilan, dan pengalaman Dewan Komisaris, Direksi, dan Komite Sustainability, Perseroan telah mengikutsertakan Dewan Komisaris, Direksi, dan Komite Sustainability pada berbagai pelatihan dan Pendidikan di antaranya sebagai berikut.

To enhance the knowledge, skills, and experience of the Board of Commissioners, the Board of Directors, and the Sustainability Committee, the Company has participated in various trainings and educational programs, including the following.

**Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Dewan Komisaris**
Table of Competency Development Regarding Sustainable Development for the Board of Commissioners

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Juri Ardiantoro | Komisaris Utama<br>President Commissioner | Certified Governance Oversight Professional (CGOP) | 06 November 2025<br>November 6, 2025 | CRMS |
| Syamsul Bachri Yusuf | Komisaris<br>Commissioner | Professional Recognition Program (PRP) Qualified Government Internal Auditor (QGIA) | 13 Juni 2025<br>June 13, 2025 | Yayasan Pendidikan Internal Audit (YPIA) |
| | | Certified Governance Oversight Professional (CGOP) | 06 November 2025<br>November 6, 2025 | CRMS Indonesia (Center for Risk Management Studies) |
| Asrorun Ni'am Sholeh | Komisaris<br>Commissioner | Seminar aplikasi regulatory compliance system<br>Regulatory compliance system application seminar | 29 September 2025<br>September 29, 2025 | PT BSI |
| | | Certified Governance Oversight Professional (CGOP) | 06 November 2025<br>November 6, 2025 | CRMS |
| Nachrowi Ramli | Komisaris Independen<br>Independent Commissioner | Seminar aplikasi regulatory compliance system<br>Regulatory compliance system application seminar | 29 September 2025<br>September 29, 2025 | PT BSI |
| Rudi Antariksawan | Komisaris Independen<br>Independent Commissioner | Professional Recognition Program (PRP) for Qualified Internal Auditor (QIA) | 10 Maret 2025<br>March 10, 2025 | Yayasan Pendidikan Internal Audit (YPIA) |
| | | Nasional Internal Audit (SNIA) 2025 "What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years? | 12 Maret 2025<br>March 12, 2025 | Yayasan Pendidikan Internal Audit (YPIA) |
| | | Certified Governance Oversight Professional (CGOP) | 1 Juni 2025<br>June 1, 2025 | CRMS |
| | | Certification In Audit Committee Practices (CACP) 2025 Batch 59 | 1 Juli 2025<br>July 1, 2025 | Ikatan Komite Audit Indonesia (IKAI) |
| | | Pelatihan Implementasi GRC dan Sertifikasi CGRCEO<br>GRC Implementation Training and CGRCEO Certification | 19 Agustus 2025<br>August 19, 2025 | CRMS |
| | | Pelatihan PPL IKAI: Internal Control Over Financial Reporting (ICOFR)<br>IKAI PPL Training: Internal Control Over Financial Reporting (ICOFR) | 26 Agustus 2025<br>August 26, 2025 | Ikatan Komite Audit Indonesia (IKAI) |
| | | Sustainability Reporting: Impact & Implementation of PSPK 1 & 2 for Professionals | 30 September 2025<br>September 30, 2025 | Ikatan Akuntan Indonesia (IAI) |
| | | Pelatihan SAK For Executive<br>SAK Training for Executives | 12 November 2025<br>November 12, 2025 | JLI |

## Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Direksi
Table of Competency Development Regarding Sustainable Development for Directors

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Rivan A. Purwantono | Direktur Utama<br>President Director | Narasumber acara Studium Generale Mahasiswa Baru, tema "Filosofi Modern dalam Manajemen"<br>Speaker for the Studium Generale event for New Students, theme "Modern Philosophy in Management" | 19 Agustus 2025<br>August 19, 2025 | Universitas Gadjah Mada |
| | | Simposium Nasional dalam Rangka Terwujudnya Tata Kelola Angkutan Logistik yang Berkeselamatan Guna Mendukung Peningkatan Kualitas Keselamatan di Jalan Raya<br>National Symposium on the Realization of Safe Logistics Transportation Governance to Support Improved Road Safety Quality | 16 Januari 2025<br>January 16, 2025 | KAPLORI Daerah Istimewa Yogyakarta |
| | | Narasumber Rapat Koordinasi Lintas Sektoral Bidang Operasional Tahun 2025 dalam rangka Kesiapan Pengamanan Natal Tahun 2025 dan Tahun Baru 2026<br>Speaker at the 2025 Cross-Sectoral Coordination Meeting on Operational Affairs in preparation for the 2025 Christmas and 2026 New Year security readiness. | 15 Desember 2025<br>December 15, 2025 | Kepolisian Republik Indonesia |
| Reza Febriano | Direktur Bisnis<br>Director of Business | Qualified Risk Governance Profesional (QRGP) | 16 Januari 2025<br>January 16, 2025 | Badan Nasional Sertifikasi Profesi |
| | | Elevating Excellence: Sustainable Futures Through Innovation | 03 Februari 2025<br>February 3, 2025 | Jasa Marga |
| | | Jasa Marga Executive Summit 2025 | 06 Februari 2025<br>February 6, 2025 | Jasa Marga |
| | | Kick Off dan Workshop "Desain dan Implementasi Internal Control Over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk"<br>Kick-off and Workshop on the Design and Implementation of Internal Control over Financial Reporting (ICOFR) of PT Jasa Marga (Persero) Tbk. | 15 April 2025<br>April 15, 2025 | Ernst & Young |
| | | Pre Class Chief Business Director Officer Program | 13 Agustus 2025<br>August 13, 2025 | PT Danantara Asset Management (Persero) |
| | | Leveraging Digital Innovation to Amplify Customer Experience | 30 September 2025<br>September 30, 2025 | Jasa Marga Learning Institute dan Himpunan Pengembangan Jalan Indonesia |

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Yoga Tri Anggoro | Direktur Human Capital dan Transformasi<br>Director of Human Capital and Transformation | Jasa Marga Executive Summit 2025 | 06 Februari 2025<br>February 6, 2025 | PT Jasa Marga (Persero) Tbk |
| | | Workshop Jasa Marga Communication Summit 2025 | 21 Februari 2025<br>February 21, 2025 | PT Jasa Marga (Persero) Tbk |
| | | Pengenalan Strategis Merger & Acquisition<br>Strategic Introduction to Mergers & Acquisitions | 10 Maret 2025<br>March 10, 2025 | PT Prima Wacana Caraka (PWC) |
| | | Program Knowledge X, BSE BUMN<br>Knowledge X Program, BSE BUMN | 05 Mei 2025<br>May 5, 2025 | BUMN School of Excellence (BSE) |
| | | Undangan Graduation Day Program Top Gun Cohort III<br>Invitation to Graduation Day Program Top Gun Cohort III | 06 Mei 2025<br>May 6, 2025 | BUMN School of Excellence (BSE) |
| | | Human Capital Director Onboarding Program | 25 Juli 2025<br>July 25, 2025 | PT Danantara Asset Managemment (Persero) |
| | | Pelatihan Toll Road Business Management<br>Toll Road Business Management Training | 20 Agustus 2025<br>August 20, 2025 | Himpunan Pengembangan Jalan Indonesia (HPJI) |
| | | Unlocking Employee Potential with Personalized AIDriven Development | 27 Agustus 2025<br>August 27, 2025 | Forum Human Capital Indonesia (FHCI) |
| | | Leveraging Digital Innovation to Amplify Customer Experience | 30 September 2025<br>September 30, 2025 | Didiek Hartantyo - Direktur Utama PT Kereta Api Indonesia (Persero) |
| | | Sharing Session FHCI Connect Expert Series 5 “From Engagement to Impact: Building Stronger Organizations Through People Power” | 19 November 2025<br>November 19, 2025 | Forum Human Capital Indonesia |
| | | Human Capital Director Certificate Program | 10 Desember 2025<br>December 10, 2025 | PT Danantara Asset Management (Persero) |
| Fitri Wiyanti | Direktur Operasi<br>Director of Operations | Bussines Essential Program | 9 Januari 2025<br>January 9, 2025 | BUMN School of Excellence |
| | | Pengawasan Tata Kelola Risiko Qualified Risk Governance Professional (QRGP)<br>Qualified Risk Governance Professional (QRGP) Risk Governance Supervision | 16 Januari 2025<br>January 16, 2025 | Badan Nasional Sertifikasi Profesional |
| | | Penguatan Infrastruktur Jalan Tol, Layanan Transportasi Darat, dan Perlindungan Asuransi bagi Para Pemudik Idul Fitri 2025<br>Strengthening Toll Road Infrastructure, Land Transportation Services, and Insurance Protection for 2025 Eid al-Fitr Travelers | 4 Maret 2025<br>March 4, 2025 | Kementrian BUMN |

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| | | Program Live Obrolan Newsroom "Kesiapan Mudik Lebaran 2025"<br>Live newsroom talk program "Readiness for the 2025 Eid Homecoming (Mudik)". | 24 Maret 2025<br>March 24, 2025 | Kompas.com |
| | | Rapat Koordinasi Kesiapan Operasi Ketupat 2025<br>Coordination Meeting on Operational Readiness for Operation Ketupat 2025. | 24 Maret 2025<br>March 24, 2025 | Korlantas |
| | | Program Live Obrolan Newsroom "Kesiapan Mudik Lebaran 2025"<br>Live newsroom talk program "Readiness for the 2025 Eid Homecoming (Mudik)". | 26 Maret 2025<br>March 26, 2025 | Kompas.com |
| | | Penegakan Kebijakan Zero ODOL<br>Zero ODOL Policy Enforcement | 26 Juni 2025<br>June 26, 2025 | Kementrian Perhubungan |
| | | Insight Talk "Menguatkan Pilar Ekonomi Lewat Infrastruktur Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian"<br>Insight Talk "Strengthening Economic Pillars through Infrastructure: Building a Resilient Toll Road Business Amid Economic Volatility". | 20-21 Agustus 2025<br>August 20-21, 2025 | Himpunan Pengembangan Jalan Indonesia (HPJI) |
| | | Leveraging Digital Innovation to Amplify Customer Experience | 30 September 2025<br>September 30, 2025 | Didiek Hartantyo - Direktur Utama \| President Director of PT Kereta Api Indonesia (Persero) |
| | | Sharing Session Innovation 2025 | 10 Oktober 2025<br>October 10, 2025 | PT Jasa Marga (Persero) Tbk |
| Mohamad Agus Setiawan | Direktur Pengembangan Usaha<br>Director of Business Development | Narasumber Sinergi Strategis PT Sarana Multi Infrastruktur<br>Strategic Synergy Resource Person of PT Sarana Multi Infrastruktur | 18 Februari 2025<br>February 18, 2025 | PT Sarana Multi Infrastruktur (Persero) |
| | | Narasumber Seminar "ICEE Navigating Global Economic Challengers: Strategies for Optimizing Indonesia Logistic Infrastructure"<br>Speaker at Seminar "ICEE Navigating Global Economic Challengers: Strategies for Optimizing Indonesia Logistic Infrastructure" | 22 Februari 2025<br>February 22, 2025 | Institut Teknologi Bandung |
| | | Narasumber Implementasi Analis SWOT dan Bussiness Modal Canvas: Studi Pengembangan Usaha pada Perusahaan Jalan Tol<br>Speaker on the Implementation of SWOT Analysis and Business Model Canvas: A Study on Business Development in Toll Road Companies. | 11 Maret 2025<br>March 11, 2025 | Universitas Indonesia |
| | | Narasumber Seminar "The New Energy Vehicles: Electric and Hydrogen-Based Vehicles"<br>Speaker at the Seminar "The New Energy Vehicles: Electric and Hydrogen-Based Vehicles". | 27 Mei 2025<br>May 27, 2025 | PT Karya Bakti Parahyangan |

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| | | Narasumber Kuliah Umum: Tantangan Bisnis Pengusahaan Jalan Tol Indonesia<br>Speaker at the Public Lecture: "Business Challenges in Toll Road Development in Indonesia". | 28 Mei 2025<br>May 28, 2025 | PPM |
| | | Narasumber Pelatihan Toll Road Business Management - Insight Talk dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI<br>Speaker at the Toll Road Business Management Training – Insight Talk on "Strengthening Economic Pillars through Infrastructure: Building a Resilient Toll Road Business Amid Economic Volatility", a collaboration between Jasa Marga and HPJI. | 20 Agustus 2025<br>August 20, 2025 | Himpunan Pengembangan Jalan Indonesia (HPJI) |
| | | Narasumber "Penilaian Industri Keuangan (Bank), Aset Hak Konsesi Jalan Tol & Properti dalam Tahap Pembangunan Pada Penilaian Bisnis & Properti<br>Speaker on "Financial Industry (Bank) Assessment, Toll Road Concession Rights Assets & Property in the Development Stage in Business and Property Valuation". | 24 September 2025<br>September 24, 2025 | MAPPI |
| | | Leveraging Digital Innovation to Amplify Customer Experience | 30 September 2025<br>September 30, 2025 | Didiek Hartantyo - Direktur Utama \| President Director of PT Kereta Api Indonesia (Persero) |
| Pramitha Wulanjani | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Sustainable Infrastructure for The Future: Innovation and Collaboration | 11-12 Juni 2025<br>June 11-12, 2025 | Kementerian Koordinator Bidang Infrastruktur dan Pembangunan Kewilayahan |
| | | Resilience to Sustainability: Leading through GRC in the Post Digital Era | 21-22 Agustus 2025<br>August 21-22, 2025 | CRMS Indonesia |
| | | Leveraging Digital Innovation to Amplify Customer Experience | 30 September 2025<br>September 30, 2025 | Didiek Hartantyo - Direktur Utama \| President Director of PT Kereta Api Indonesia (Persero) |

## Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Kerja Penanggung Jawab Keberlanjutan
Table of Sustainable Development Competency Development for Work Units Responsible for Sustainability

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Ari Wibowo | Corporate Secretary & Chief Administration Officer | Elevating Excellence: Sustainable Futures Through Innovation [Rakor Direktorat Bisnis] | 03 Februari 2025<br>February 3, 2025 | Jasa Marga Learning Institute |
| | | Jasa Marga Executive Summit 2025 | 06 Februari 2025<br>February 6, 2025 | Jasa Marga Learning Institute |
| | | JM Talk Pelaporan LHKPN:Komitmen Penyelenggara Negara dalam Menjaga Integritas dan Mencegah Korupsi<br>JM Talk LHKPN Reporting: State Officials' Commitment to Maintaining Integrity and Preventing Corruption | 18 Februari 2025<br>February 18, 2025 | Jasa Marga Learning Institute Group |
| | | Kick Off dan Workshop "Desain dan Implementasi Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk"<br>Kick Off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) of PT Jasa Marga (Persero) Tbk" | 14 April 2025<br>April 14, 2025 | Ernst & Young |
| | | Sharing Session Sistem Manjemen Resiko - Resertifikasi QCRO<br>Risk Management System Sharing Session - QCRO Certification | 17 April 2025<br>April 17, 2025 | Jasa Marga Learning Institute |
| | | THM #11_"Kartini's Legacy: Langkah Perempuan Sebagai Change Agents di Era Modern".<br>THM #11: "Kartini's Legacy: Women's Steps as Change Agents in the Modern Era." | 28 April 2025<br>April 28, 2025 | Strategic Transformation Office & Jasa Marga Learning Institute Group |
| | | Seminar on New Energy Vehicles_Driving Tomorrow_ NextGenMobility | 27 Mei 2025<br>May 27, 2025 | Universitas Katolik Parahyangan |
| | | JM TALK Sustainability Series 03 "Penilaian Kinerja Pengelolaan Lingkungan"<br>JM TALK Sustainability Series 03 "Environmental Management Performance Assessment" | 04 Juni 2025<br>June 4, 2025 | Jasa Marga Learning Institute Group |
| | | GASPOL (Gagasan Santai Penuh Obrolan Inspiratif): Eps. 1 "Bridging Generations, Building Tomorrow"<br>GASPOL (Casual Ideas Full of Inspirational Conversations): Ep. 1 "Bridging Generations, Building Tomorrow" | 15 Juli 2025<br>July 15, 2025 | Jasa Marga Learning Institute |
| | | Pelatihan Toll Road Business Management - Insight Talk dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI<br>Toll Road Business Management Training - Insight Talk with the topic "Strengthening the Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI | 20 Agustus 2025<br>August 20, 2025 | Jasa Marga Learning Institute |
| | | Sosialisasi Pilot Project Program Talent DNA<br>Socialization of the Talent DNA Program Pilot Project | 17 September 2025<br>September 17, 2025 | ESQ Leadership Center |
| | | Seminar aplikasi regulatory compliance system<br>Regulatory compliance system application seminar | 29 September 2025<br>September 29, 2025 | PT BSI |
| | | Sharing Session Innovation 2025 | 10 Oktober 2025<br>October 10, 2025 | Jasa Marga Learning Institute |

| **Nama**<br>Name | **Jabatan**<br>Position | **Materi Pendidikan dan Pelatihan**<br>Education and Training Materials | **Waktu Pelaksanaan**<br>Implementation Time | **Penyelenggara**<br>Organizer |
|---|---|---|---|---|
| | | Webinar Series BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur " Pembiayaan Infrastruktur Jalan Tol di Indonesia"<br>Webinar Series of the Civil Engineering Division of the Indonesian Engineers Association (PII): Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia". | 29 November 2025<br>November 29, 2025 | PII |
| Lisye Octaviana | Corporate Communication & Community Development Group Head | Workshop dan Focus Group Discussion (FGD) Penentuan Topik Material Sustainability Report 2024<br>Workshop and Focus Group Discussion (FGD) to Determine Topics for the 2024 Material Sustainability Report | 15 Januari 2025<br>January 15, 2025 | Narsum Internal |
| | | Pelatihan & Sertifikasi CSRS (Certified Sustainability Reporting Specialist)<br>CSRS (Certified Sustainability Reporting Specialist) Training & Certification | 21 Januari 2025<br>January 21, 2025 | Forum TJSL |
| | | Elevating Excellence: Sustainable Futures Through Innovation [Rakor Direktorat Bisnis]<br>Business Directorate Coordination Meeting. | 03 Februari 2025<br>February 3, 2025 | Jasa Marga Learning Institute |
| | | Jasa Marga Executive Summit 2025 | 06 Februari 2025<br>February 6, 2025 | Jasa Marga Learning Institute |
| | | Program EWB Srikandi: "Edukasi & Bantuan Program Stunting, Ibu Hamil dan Posyandu"<br>EWB Srikandi Program: "Education & Assistance for Stunting, Pregnant Women, and Integrated Health Posts" | 14 Februari 2025<br>February 14, 2025 | Srikandi JM |
| | | JM Talk Pelaporan LHKPN:Komitmen Penyelenggara Negara dalam Menjaga Integritas dan Mencegah Korupsi<br>JM Talk LHKPN Reporting: State Officials' Commitment to Maintaining Integrity and Preventing Corruption | 18 Februari 2025<br>February 18, 2025 | Jasa Marga Learning Institute Group |
| | | THM #11_"Kartini's Legacy: Langkah Perempuan Sebagai Change Agents di Era Modern".<br>THM #11_"Kartini's Legacy: Women's Steps as Change Agents in the Modern Era". | 28 April 2025<br>April 28, 2025 | Strategic Transformation Office & Jasa Marga Learning Institute Group |
| | | BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity" | 28 Mei 2025<br>May 28, 2025 | BUMN School of Excellence (BSE) |
| | | JM TALK Sustainability Series 03 "Penilaian Kinerja Pengelolaan Lingkungan"<br>JM TALK Sustainability Series 03 "Environmental Management Performance Assessment" | 04 Juni 2025<br>June 4, 2025 | Jasa Marga Learning Institute Group |
| | | Webinar Employee Wellbeing (Mental Health) Growing Beyond Insecurity: Menjadi Cerdas Emosional di Tempat Kerja<br>Employee Wellbeing (Mental Health) Webinar Growing Beyond Insecurity: Becoming Emotionally Intelligent in the Workplace | 13 Juni 2025<br>June 13, 2025 | Jasa Marga Learning Institute Group |
| | | Program Jet Roadster Campus Hiring Project-Based Learning: Site Visit TJSL Program Tahun 2025<br>Jet Roadster Campus Hiring Project-Based Learning Program: Site Visit TJSL Program in 2025 | 31 Juli 2025<br>July 31, 2025 | Jasa Marga Learning Institute Group |
| | | Sharing Session Srikandi Jasa Marga<br>Jasa Marga Srikandi Sharing Session | 20 Agustus 2025<br>August 20, 2025 | Srikandi Jasa Marga |

| **Nama**<br>Name | **Jabatan**<br>Position | **Materi Pendidikan dan Pelatihan**<br>Education and Training Materials | **Waktu Pelaksanaan**<br>Implementation Time | **Penyelenggara**<br>Organizer |
|---|---|---|---|---|
| | | JM TALK Sustainability Series 05 "Bijak Kelola Sampah, BerJASA Bagi Lingkungan"<br>JM TALK Sustainability Series 05 "Wise Waste Management, Contributing Meaningfully to the Environment". | 17 Oktober 2025<br>October 17, 2025 | Jasa Marga Learning Institute Group |
| | | Markplus Conference 2026 "Lean & Agile: Al And China In Focus" | 11 Desember 2025<br>December 11, 2025 | Markplus |
| | | Legal Summit : Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip Bussiness Judgement Rule dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP<br>Legal Summit: Commemoration of Anti-Corruption Day (HAKORDIA) and Seminar on the Impact of the Criminal Procedure Code Law "Enforcement of Corruption Crimes from the Perspective of the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code Law". | 15 Desember 2025<br>December 15, 2025 | Perorangan |
| | | Srikandi Peringatan Hari Ibu ke-97 tahun 2025: Perempuan Peduli, Masyarakat Harmoni<br>Srikandi Commemoration of the 97th National Mother's Day in 2025: "Caring Women, Harmonious Society". | 22 Desember 2025<br>December 22, 2025 | Srikandi JM |
| George I.M.P. Manurung | Engineering Planning Group Head | BSE PROGRAM BUSINESS ESSENTIAL BATCH IV: MID OFFLINE PROGRAM BUSINESS ESSENTIAL 2025_Strategic Management | 10 Januari 2025<br>January 10, 2025 | BUMN School of Excellence |
| | | Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change | 14 Januari 2025<br>January 14, 2025 | Corporate Communication & Community Development Group & Jasa Marga Learning Institute Gorup |
| | | Workshop dan Focus Group Discussion (FGD) Penentuan Topik Material Sustainability Report 2024<br>Workshop and Focus Group Discussion (FGD) to Determine Topics for the 2024 Material Sustainability Report | 15 Januari 2025<br>January 15, 2025 | Narsum Internal |
| | | Jasa Marga Executive Summit 2025 | 06 Februari 2025<br>February 6, 2025 | Jasa Marga Learning Institute |
| | | JM Talk Operational Services: Tollroad Preservation Improvement through the Implementation of Slope Management System | 14 Februari 2025<br>February 14, 2025 | Jasa Marga Learning Institute Group |
| | | JM Talk Pelaporan LHKPN: Komitmen Penyelenggara Negara dalam Menjaga Integritas dan Mencegah Korupsi<br>JM Talk LHKPN Reporting: State Officials' Commitment to Maintaining Integrity and Preventing Corruption | 18 Februari 2025<br>February 18, 2025 | Jasa Marga Learning Institute Group |
| | | Webinar Employee Well Being Series_"Smart Working, Not Overworking: Cara Produktif Tanpa Harus Burn Out"<br>Employee Well Being Series Webinar_"Smart Working, Not Overworking: How to Be Productive Without Burning Out" | 20 Maret 2025<br>March 20, 2025 | Jasa Marga Learning Institute Group |

| **Nama**<br>Name | **Jabatan**<br>Position | **Materi Pendidikan dan Pelatihan**<br>Education and Training Materials | **Waktu Pelaksanaan**<br>Implementation Time | **Penyelenggara**<br>Organizer |
|---|---|---|---|---|
| | | Kick Off dan Workshop "Desain dan Implementasi Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk"<br>Kick Off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) of PT Jasa Marga (Persero) Tbk" | 14 April 2025<br>April 14, 2025 | Ernst & Young |
| | | Sharing Session Sistem Manjemen Resiko - Resertifikasi QCRO<br>Risk Management System Sharing Session - QCRO Certification | 17 April 2025<br>April 17, 2025 | Jasa Marga Learning Institute |
| | | THM #11 "Kartini's Legacy: Langkah Perempuan Sebagai Change Agents di Era Modern".<br>THM #11 "Kartini's Legacy: Women's Steps as Change Agents in the Modern Era". | 28 April 2025<br>April 28, 2025 | Strategic Transformation Office & Jasa Marga Learning Institute Group |
| | | Workshop Business Acumen and Strategic Innovation | 23 Mei 2025<br>May 23, 2025 | Jasa Marga Learning Institute |
| | | JM TALK Sustainability Series 03 "Penilaian Kinerja Pengelolaan Lingkungan"<br>JM TALK Sustainability Series 03 "Environmental Management Performance Assessment" | 04 Juni 2025<br>June 4, 2025 | Jasa Marga Learning Institute Group |
| | | Proposal Presentation - Pelatihan Business Acumen dan Strategic Innovation<br>Proposal Presentation - Business Acumen and Strategic Innovation Training | 17 Juni 2025<br>June 17, 2025 | Jasa Marga Learning Institute |
| | | Business Acumen dan Strategic Innovation Batch 1: Online Coaching | 22 Juli 2025<br>July 22, 2025 | PT Prasetiya Mulya ELI |
| | | Pelatihan Toll Road Business Management - Insight Talk dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI<br>Toll Road Business Management Training – Insight Talk on "Strengthening Economic Pillars through Infrastructure: Building a Resilient Toll Road Business Amid Economic Volatility", in collaboration between Jasa Marga and HPJI. | 20 Agustus 2025<br>August 20, 2025 | Jasa Marga Learning Institute |
| | | Final Presentation Business Acumen and Strategic Innovation | 02 September 2025<br>September 2, 2025 | PT Prasetiya Mulya ELI |
| Devi Lusyana | Risk & Quality, Health, Safety & Environment Group Head | Workshop dan Focus Group Discussion (FGD) Penentuan Topik Material Sustainability Report 2024<br>Workshop and Focus Group Discussion (FGD) to Determine Topics for the 2024 Material Sustainability Report | 15 Januari 2025<br>January 15, 2025 | Narsum Internal |
| | | Jasa Marga Executive Summit 2025 | 06 Februari 2025<br>February 6, 2025 | Jasa Marga Learning Institute |
| | | Pelatihan Internal Control Over Financial Reporting (ICOFR)<br>Internal Control Over Financial Reporting (ICOFR) Training | 18 Februari 2025<br>February 18, 2025 | PERURI |
| | | Kick Off dan Workshop "Desain dan Implementasi Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk"<br>Kick Off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) of PT Jasa Marga (Persero) Tbk" | 14 April 2025<br>April 14, 2025 | Ernst & Young |

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| | | Sharing Session Sistem Manjemen Risiko - Resertifikasi QCRO<br>Risk Management System Sharing Session - QCRO Certification | 17 April 2025<br>April 17, 2025 | JLI Jasa Marga Learning Institute |
| | | THM #11_"Kartini's Legacy: Langkah Perempuan Sebagai Change Agents di Era Modern".<br>THM #11_"Kartini's Legacy: Women's Steps as Change Agents in the Modern Era". | 28 April 2025<br>April 28, 2025 | Strategic Transformation Office & Jasa Marga Learning Institute Group |
| | | JM TALK Sustainability Series 03 "Penilaian Kinerja Pengelolaan Lingkungan"<br>JM TALK Sustainability Series 03 "Environmental Management Performance Assessment" | 04 Juni 2025<br>June 4, 2025 | Jasa Marga Learning Institute Group |
| | | Workshop Business Acumen dan Strategic Innovation Batch 2<br>Business Acumen and Strategic Innovation Workshop Batch 2 | 18 Juni 2025<br>June 18, 2025 | PT Prasetiya Mulya ELI |
| | | Pelatihan Risk Maturity Index (RMI)<br>Risk Maturity Index (RMI) Training | 09 Juli 2025<br>July 9, 2025 | Jasa Marga Learning Institute |
| | | Proposal Presentation Business Acumen and Strategic Innovation Batch 2 | 10 Juli 2025<br>July 10, 2025 | PT Prasetiya Mulya ELI |
| | | Business Acumen and Strategic Innovation Batch 2: Online Coaching | 28 Juli 2025<br>July 28, 2025 | PT Prasetiya Mulya ELI |
| | | Sharing Session Srikandi Jasa Marga<br>Jasa Marga's Srikandi Sharing Session | 20 Agustus 2025<br>August 20, 2025 | Srikandi Jasa Marga |
| | | GRC Summit Seminar and Masterclass "Resilience to Sustainability : Leading Through GRC In The Post-Digital Era" | 21 Agustus 2025<br>August 21, 2025 | CRMS |
| | | Coaching with Expert: Business Acumen and Strategic Innovation Batch 2 | 26 Agustus 2025<br>August 26, 2025 | Jasa Marga Learning Institute |
| | | Final Presentation Business Acumen and Strategic Innovation | 03 September 2025<br>September 3, 2025 | PT Prasetiya Mulya ELI |
| | | Sosialisasi Pilot Project Program Talent DNA<br>Socialization of the Talent DNA Program Pilot Project | 17 September 2025<br>September 17, 2025 | ESQ Leadership Center |
| | | Sharing Session Innovation 2025 | 10 Oktober 2025<br>October 10, 2025 | Jasa Marga Learning Institute |
| | | Pelatihan Certificate In Climate Finance<br>Certificate Training in Climate Finance | 01 November 2025<br>November 1, 2025 | Jasa Marga Learning Institute |
| | | Workshop Jasa Marga Sustainability & Communication Summit 2025_BOD-1_Half Day<br>Jasa Marga Sustainability & Communication Summit Workshop 2025_BOD-1_Half Day | 10 November 2025<br>November 10, 2025 | Corporate Communication & Community Development Group & Jasa Marga Learning Institute Group |
| | | Sosialisasi CSA ICOFR Jasa Marga Induk dan Anak Perusahaan_Batch 2<br>ICOFR CSA Socialization for Jasa Marga Parent and Subsidiaries_Batch 2 | 11 December 2025<br>December 11, 2025 | Risk & Quality, Health, Safety & Environment Group |

| Nama<br>Name | Jabatan<br>Position | Materi Pendidikan dan Pelatihan<br>Education and Training Materials | Waktu Pelaksanaan<br>Implementation Time | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| | | Legal Summit : Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip Bussiness Judgement Rule dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP<br>Legal Summit: Commemoration of Anti-Corruption Day (HAKORDIA) and Seminar on the Impact of the Criminal Procedure Code Law "Enforcement of Corruption Offenses from the Perspective of the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code Law". | 15 Desember 2025<br>December 15, 2025 | Perorangan |
| Imad Zaky Mubarak | Environment, Social & Governance Advisor | Vibes, Cultures, and Degrees: Study Abroad Experience | 09 Januari 2025<br>January 9, 2025 | Jasa Marga Learning Institute |
| | | Workshop dan Focus Group Discussion (FGD) Penentuan Topik Material Sustainability Report 2024<br>Workshop and Focus Group Discussion (FGD) to Determine Topics for the 2024 Material Sustainability Report | 15 Januari 2025<br>January 15, 2025 | Narsum Internal |
| | | Workshop Jasa Marga Communication Summit 2025<br>Jasa Marga Communication Summit 2025 Workshop | 20 Februari 2025<br>February 20, 2025 | Jasa Marga Learning Institute |
| | | [Directorship] Pengenalan Strategis Merger & Acquisition<br>[Directorship] Introduction to Strategic Mergers & Acquisitions | 10 Maret 2025<br>March 10, 2025 | PT Prima Wahana Caraka (PWC) |
| | | Pelatihan dan Sertifikasi CSRS ( Certified Sustainability Reporting Specialist ) Batch 2<br>CSRS (Certified Sustainability Reporting Specialist) Training and Certification Batch 2 | 20 Mei 2025<br>May 20, 2025 | Jasa Marga Learning Institute |
| | | Dialog Ketenagakerjaan dan Pencegahan Perselisihan Hubungan Industrial di Lingkungan Jasa Marga Group<br>Employment Dialogue and Prevention of Industrial Relations Disputes in the Jasa Marga Group Environment | 03 Juni 2025<br>June 3, 2025 | Jasa Marga Learning Institute |
| | | JM TALK Sustainability Series 03 "Penilaian Kinerja Pengelolaan Lingkungan"<br>JM TALK Sustainability Series 03 "Environmental Management Performance Assessment" | 04 Juni 2025<br>June 4, 2025 | Jasa Marga Learning Institute Group |
| | | Webinar Employee Wellbeing (Mental Health) Growing Beyond Insecurity: Menjadi Cerdas Emosional di Tempat Kerja<br>Employee Wellbeing (Mental Health) Webinar: "Growing Beyond Insecurity: Becoming Emotionally Intelligent in the Workplace". | 13 Juni 2025<br>June 13, 2025 | Jasa Marga Learning Institute Group |
| | | Executive Forum Sustainability Transformation in Action | 19 Juni 2025<br>June 19, 2025 | nu PMK Consulting |
| | | GASPOL (Gagasan Santai Penuh Obrolan Inspiratif): Eps. 1 "Bridging Generations, Building Tomorrow" (ONLINE)<br>GASPOL (Relaxed Ideas Full of Inspiring Conversations): Episode 1 "Bridging Generations, Building Tomorrow" (Online). | 15 Juli 2025<br>July 15, 2025 | Jasa Marga Learning Institute |
| | | Seminar ICSO 2025 : " Advancing Indonesia's Green Economy with Sustainability Innovation "<br>ICSO 2025 Seminar: "Advancing Indonesia's Green Economy with Sustainability Innovation" | 24 Juli 2025<br>July 24, 2025 | Jasa Marga Learning Institute |

| Nama Name | Jabatan Position | Materi Pendidikan dan Pelatihan Education and Training Materials | Waktu Pelaksanaan Implementation Time | Penyelenggara Organizer |
|---|---|---|---|---|
| | | (Ngobras HC) Chapter V Tahun 2025_Pembinaan Karyawan : From Rule to Culture<br>(Ngobras HC) Chapter V 2025 Employee Development: From Rule to Culture | 24 September 2025<br>September 24, 2025 | Human Capital Development Group |
| | | Townhall Meeting #12_ Leveraging Digital Innovation to Amplify Customer Experience | 30 September 2025<br>September 30, 2025 | Strategic Transformation Office & Jasa Marga Learning Institute Group |
| | | JM TALK Sustainability Series 05 "Bijak Kelola Sampah, BerJASA Bagi Lingkungan"<br>JM TALK Sustainability Series 05 "Wisely Manage Waste, Serve the Environment" | 17 Oktober 2025<br>September 17, 2025 | Jasa Marga Learning Institute Group |
| | | Workshop Jasa Marga Sustainability & Communication Summit 2025_BOD-1_Half Day<br>Jasa Marga Sustainability & Communication Summit Workshop 2025_BOD-1_Half Day | 10 November 2025<br>November 10, 2025 | Corporate Communication & Community Development Group & Jasa Marga Learning Institute Group |
| | | JM-TALK Business Support Series: Employee Engagement Survey - Bekerja Sepenuh Hati, Berdampak Memberi Arti<br>JM-TALK Business Support Series: Employee Engagement Survey – "Working Wholeheartedly, Creating Meaningful Impact". | 12 November 2025<br>November 10, 2025 | Jasa Marga Learning Institute Group |
| | | JM Talk Health Series_""Heart Wellness for Healthy Workplace" | 27 November 2025<br>November 27, 2025 | Jasa Marga Learning Institute Group |
| | | Ngobras HC Chapter VI_Desember : Kebijakan HAM, Perlindungan Hak Asasi yang Inklusif<br>Ngobras HC Chapter VI (December): Human Rights Policy – Inclusive Protection of Human Rights. | 12 Desember 2025<br>December 12, 2025 | Human Capital Development Group |
| | | Fostering Global Business Awareness and Insight | 16 Desember 2025<br>December 16, 2025 | SBM ITB |

# Manajemen Risiko atas Penerapan Pembangunan Berkelanjutan [OJK E.3, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

## Risk Management in the Implementation of Sustainable Development

Direksi dan Dewan Komisaris Perseroan memahami akan pentingnya ketepatan proses identifikasi dan pengukuran risiko yang berkaitan dengan perubahan iklim serta faktor Environmental, Social & Governance (ESG) sehingga dapat selaras dengan tujuan rencana bisnis serta strategi Perseroan. Pengelolaan risiko tersebut meliputi proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko serta pelaksanaan mitigasi untuk memastikan tercapainya roadmap

The Board of Directors and the Board of Commissioners of the Company recognized the importance of the accuracy of the process for identifying and measuring risks related to climate change as well as Environmental, Social, and Governance (ESG) factors, in order to ensure alignment with the Company's business plan objectives and strategy. The risk management process covered risk identification, measurement, monitoring, and control, as well as the implementation of mitigation

pengembangan ESG serta dapat tercapainya pelaksanaan rencana strategis Perseroan. Identifikasi dan pelaksanaan mitigasi atas risiko perubahan lingkungan bisnis dilakukan sebagai berikut:

1. Pemantauan perubahan lingkungan bisnis secara berkala
   Perseroan melakukan pemantauan berkala atas dinamika eksternal yang dapat mempengaruhi keberlanjutan operasional dan strategi bisnis, meliputi:
   - Perubahan regulasi atas kebijakan pemerintah
   - Fluktuasi ekonomi makro dan suku bunga
   - Emerging technologies & digital disruption
   - Shifting customer behaviour
   - Ancaman bencana alam, perubahan iklim, dan lainnya
2. Penilaian dampak perubahan lingkungan bisnis
   Setiap perubahan lingkungan bisnis dianalisis untuk mengetahui:
   - Layanan/aktivitas kritikal yang terdampak
   - Konsekuensi operasional, finansial, legal, dan reputasi
   - Kebutuhan penyesuaian proses bisnis dan model layanan
   - Kemampuan perusahaan beradaptasi pada periode disruptif
3. Penilaian risiko melalui *risk assessment*
   Risiko akibat perubahan bisnis selanjutnya dinilai berdasarkan:
   - Probabilitas keterjadian
   - Dampak terhadap keberlanjutan operasional dan bisnis

   Sesuai dengan Keputusan Bersama Dewan Komisaris & Direksi PT Jasa Marga No. KEP-183/XI/2024 – 227/KPTS/2024 dan Peraturan Menteri BUMN No.PER-2/MBU/03/2023.
4. Penyusunan strategi mitigasi
   Berdasarkan hasil risk assessment, Perseroan merancang strategi mitigasi seperti:
   - Pemutakhiran kebijakan, sistem manajemen, pedoman, SOP dan tata kelola sesuai dinamika bisnis
   - Penerapan program inisiatif strategis keberlanjutan
   - Penguatan keamanan siber, infrastruktur TI serta uji coba sistem sebelum penerapan
   - Penyelarasan model bisnis sesuai dengan kebutuhan keberlanjutan perusahaan
   - Pemenuhan kompetensi dan kapabilitas karyawan untuk mendukung transformasi
   - Penerapan sistem manajemen inovasi sebagai landasan pengembangan solusi terbarukan

measures to ensure the achievement of the ESG development roadmap and the successful execution of the Company's strategic plan. The identification and implementation of mitigation measures for risks arising from changes in the business environment were conducted as follows:

1. Periodic monitoring of business environment changes
   The Company conducted periodic monitoring of external dynamics that may affect operational sustainability and business strategy, including:
   - Changes in government regulations and policies
   - Macroeconomic fluctuations and interest rate movements
   - Emerging technologies and digital disruption
   - Shifting customer behaviour
   - Natural disasters, climate change, and other related risks
2. Assessment of business environment change impacts
   Each change in the business environment was analyzed to identify:
   - Affected critical services and activities
   - Operational, financial, legal, and reputational consequences
   - Required adjustments to business processes and service models
   - The Company's ability to adapt during disruptive periods
3. Risk assessment through risk evaluation
   Risks arising from changes in the business environment were subsequently assessed based on:
   - Probability of occurrence
   - Impact on operational and business sustainability

   in accordance with the Joint Decree of the Board of Commissioners and the Board of Directors of PT Jasa Marga No. KEP-183/XI/2024–227/KPTS/2024 and Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023.
4. Formulation of mitigation strategies**
   Based on the results of the risk assessment, the Company developed mitigation strategies, including:
   - Updating policies, management systems, guidelines, SOPs, and governance frameworks in line with business dynamics
   - Implementing strategic sustainability initiatives
   - Strengthening cybersecurity, IT infrastructure, and conducting system testing prior to implementation
   - Aligning business models with the Company's sustainability requirements
   - Enhancing employee competencies and capabilities to support transformation
   - Implementing an innovation management system as a foundation for developing innovative solutions

5. Pengujian dan penguatan kapabilitas
   Untuk memastikan efektivitas mitigasi, perusahaan melakukan:
   - Monitoring dan evaluasi secara berkala atas pelaksanaan rencana mitigasi serta tingkat residual
   - Simulasi stress testing
   - Penerapan *loss event database*
   - Penyusunan *Contingency Plan*
   - Pelatihan dan sosialisasi kepada karyawan memastikan pemahaman dan implementasi kontrol berjalan konsisten
6. Tata kelola dan pelaporan
   Perseroan menerapkan tata kelola risiko dan pelaporan yang meliputi:
   - Penerapan *Governance, Risk, & Compliance* (GRC) dan integrasi sistem GRC
   - Pelaporan berkala kepada stakeholders terkait seperti laporan keuangan, laporan manajemen, laporan manajemen risiko, dan lainnya
   - *Tone of the top management*
   - Kepatuhan & review tata kelola untuk memastikan operasional berjalan sesuai tata kelola yang baik

Direksi dan Dewan Komisaris telah mengintegrasikan pengelolaan risiko iklim ke dalam kerangka kerja Enterprise Risk Management (ERM) yang mengacu pada standar ISO 31000:2018 Risk Management. Integrasi ini juga telah ditetapkan secara formal melalui Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk Nomor KEP-183/XI/2024 dan Nomor 227/KPTS/2024 tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di lingkungan Perseroan, khususnya pada Bagian Ketiga yang mengatur mengenai Tujuan Kebijakan dan Pedoman Manajemen Risiko. Sejalan dengan komitmen Perseroan terhadap penerapan prinsip Environmental, Social, and Governance (ESG), Direksi dan Dewan Komisaris juga telah mempertimbangkan aspek ESG dalam penyusunan Risk Appetite Statement, khususnya pada taksonomi risiko yang berkaitan dengan formulasi strategis serta aspek sosial dan lingkungan. Lebih lanjut, integrasi risiko yang berkaitan dengan perubahan iklim dan ESG dilakukan dengan memasukkan risiko-risiko tersebut ke dalam Taksonomi Risiko Grup Perseroan. Pendekatan ini memungkinkan Perseroan untuk mengidentifikasi, menilai, dan mengelola potensi dampak risiko terkait iklim dan ESG secara lebih terstruktur dan komprehensif dalam proses manajemen risiko Perseroan, sebagaimana tergambar pada ilustrasi berikut:

5. Testing and capability strengthening**
   To ensure the effectiveness of mitigation measures, the Company conducted:
   - Periodic monitoring and evaluation of mitigation plan implementation and residual risk levels
   - Stress testing simulations
   - Implementation of a loss event database
   - Development of contingency plans
   - Training and socialization for employees to ensure consistent understanding and implementation of controls
6. Governance and reporting**
   The Company implemented risk governance and reporting practices, including:
   - Implementation of Governance, Risk, and Compliance (GRC) framework and system integration
   - Periodic reporting to relevant stakeholders, including financial reports, management reports, risk management reports, and others
   - Tone at the top from senior management
   - Compliance and governance review to ensure operations were conducted in accordance with good corporate governance principles

The Company had integrated climate risk management into its Enterprise Risk Management (ERM) framework, which referred to the ISO 31000:2018 Risk Management standard. This integration had also been formally established through the Joint Decree of the Board of Commissioners and the Board of Directors of PT Jasa Marga (Persero) Tbk No. KEP-183/XI/2024 and No. 227/KPTS/2024 concerning the Policy and Guidelines for Integrated Risk Management within the Company, particularly in Part Three governing the Objectives of the Risk Management Policy and Guidelines. In line with the Company's commitment to the implementation of Environmental, Social, and Governance (ESG) principles, ESG aspects had also been incorporated into the Risk Appetite Statement, particularly within the risk taxonomy related to strategic formulation as well as social and environmental aspects. Furthermore, the integration of risks related to climate change and ESG had been carried out by embedding these risks into the Company Group's Risk Taxonomy. This approach enabled the Company to identify, assess, and manage potential climate and ESG-related risk impacts in a more structured and comprehensive manner within the corporate risk management process, as illustrated below:

## Taksonomi Risiko Portofolio BUMN
State-Owned Enterprise Portfolio Risk Taxonomy

| Tema Risiko (T1)<br>Risk Theme (T1) | Kategori Risiko (T2)<br>Risk Category (T2) | |
|---|---|---|
| **1**<br>**Tema Risiko Portofolio BUMN**<br>BUMN Portfolio Risk Theme | 1.1 Kategori Risiko Fiskal<br>Fiscal Risk Categories | 1.1.1 Peristiwa Risiko terkait Dividen<br>Dividend Related Risk Events |
| | 1.2 Kategori Risiko Kebijakan<br>Policy Risk Categories | 1.2.4 Peristiwa Risiko terkait Kebijakan SDM **Risiko 18**<br>Risk Events related to HR Policy **Risk 18** |
| | 1.3 Kategori Risiko Komposisi<br>Composition Risk Category | 1.3.6 Peristiwa Risiko Terkait Konsentrasi Portofolio<br>Portfolio Concentration Related Risk Events |
| **2**<br>**Tema Risiko Struktur Korporasi dan Organisasi**<br>Corporate and Organizational Structure Risk Theme | 2.4 Kategori Risiko Struktur<br>Structural Risk Category | 2.4.7 Peristiwa Risiko terkait Struktur Korporasi **Risiko 2, 15**<br>Risk Events related to Corporate Structure **Risks 2, 15** |
| | 2.5 Kategori Risiko Restrukturisasi dan Reorganisasi<br>Restructuring and Reorganization Risk Categories | 2.5.8 Peristiwa Risiko terkait M&A,JV, Restru Korporasi **Risiko 19**<br>Risk Events related to M&A,JV Corporate Restru **Risk 19** |
| **3**<br>**Tema Risiko Bisnis BUMN**<br>BUMN Business Risk Theme | 3.6 Kategori Risiko Industri Umum<br>General Industry Risk Categories | 3.6.9 Peristiwa Risiko terkait Formulasi Strategis **Risiko 6**<br>Risk Events related to Strategic Formulation **Risk 6** |
| | | 3.6.12 Peristiwa Risiko terkait Hukum, Reputasi & Kepatuhan **Risiko 5, 8, 19, 20**<br>Legal, Reputation and Compliance Risk Events **Risks 5, 8, 19, 20** |
| | | 3.6.15 Peristiwa Risiko terkait Sosial & Lingkungan<br>Social & Environmental Risk Events |
| | 3.7 Kategori Risiko Industri Perbankan<br>Banking Industry Risk Categories | 3.7.17 Peristiwa Risiko terkait Kredit<br>Credit Related Risk Events |
| | 3.8 Kategori Risiko Industri Asuransi<br>Insurance Industry Risk Categories | 3.8.19 Peristiwa Risiko terkait Investasi<br>Investment Related Risk Events |

**Peristiwa Risiko (T3)**
**Risk Event (T3)**

| | |
|---|---|
| 1.1.2 | Peristiwa Risiko Terkait PMN<br>PMN Related Risk Events |
| 1.1.3 | Peristiwa Risiko terkait Subsidi & Kompensasi **Risiko 6**<br>Risk Events related to Subsidies & Compensation **Risk 6** |
| 1.2.5 | Peristiwa Risiko terkait Kebijakan Sektoral<br>Risk Events related to Sectoral Policies |

| | |
|---|---|
| 3.6.10 | Peristiwa Risiko terkait Pasar & Makroekonomi **Risiko 3**<br>Market and Macroeconomic Risk Events **Risk 3** |
| 3.6.11 | Peristiwa Risiko terkait Keuangan **Risiko 4**<br>Financial Risk Events **Risk 4** |
| 3.6.13 | Peristiwa Risiko terkait Proyek **Risiko 8, 9, 10, 14**<br>Project Related Risk Events **Risks 8, 9, 10, 14** |
| 3.6.14 | Peristiwa Risiko terkait<br>Teknologi Informasi & Keamanan Siber **Risiko 17**<br>Information Technology &<br>Cyber Security Risk Events **Risk 17** |
| 3.6.16 | Peristiwa Risiko terkait Operasional<br>**Risiko 1, 5, 7, 11, 12, 13, 16, 18, 20, 23**<br>Operational Risk Events **Risks 1, 5, 7, 11, 12, 13, 16, 18, 20, 23** |
| 3.7.18 | Peristiwa Risiko terkait Likuiditas<br>Liquidity Related Risk Events |
| 3.8.20 | Peristiwa Risiko terkait Aktuarial<br>Actuarial Risk Events |

Bagi Perseroan, manajemen risiko membantu pengambilan keputusan dengan mempertimbangkan ketidakpastian dan pengaruhnya terhadap pencapaian tujuan strategis Perseroan. Menyadari akan risiko-risiko yang dihadapi, Direksi dan Dewan Komisaris secara proaktif berusaha untuk meningkatkan kemampuan manajemen risiko di Perseroan. Untuk dapat memperoleh legitimasi di seluruh organisasi, kebijakan penerapan manajemen risiko perlu ditegaskan melalui komitmen manajemen yang disesuaikan dengan aturan yang berlaku.

Risiko merupakan pengelolaan rutin yang disusun dalam periode tahunan untuk mendukung efektivitas penerapan manajemen risiko, Jasa Marga telah menyusun beberapa prosedur antara lain:

Untuk mendukung efektivitas penerapan manajemen risiko, Jasa Marga telah menyusun beberapa prosedur antara lain:

1. Prosedur penetapan strategi risiko, penetapan risk capacity, risk appetite, risk tolerance, risk limit, Prosedur penetapan taksonomi risiko, prosedur perhitungan komposit risiko dll.
2. Prosedur dan Instruksi Kerja Penyusunan Profil Risiko Korporat yaitu untuk menentukan top risk Perusahaan.
3. Prosedur dan Instruksi Kerja Monitoring Tindak Lindung Risiko yang dilakukan setiap triwulan melalui aplikasi manajemen risiko.
4. Prosedur dan Instruksi Evaluasi Kejadian Risiko dilakukan jika ada kejadian risiko sebagai bentuk evaluasi perbaikan.
5. Prosedur dan Instruksi Kerja Penyusunan Rencana Pengelolaan Risiko Khusus disusun untuk setiap aksi korporasi atau rencana strategis yang akan dilakukan Perseroan.
6. Prosedur dan Instruksi Kerja Pengukuran Maturitas Manajemen Risiko untuk mengetahui tingkat kematangan implementasi manajemen risiko yang sudah dilakukan.
7. Prosedur dan Instruksi Kerja Penganggaran Berbasis Risiko merupakan penyusunan anggaran yang diawali dengan analisa risiko dalam menentukan program kerja.
8. Prosedur Pembuatan Sistem Manajemen Kelangsungan Usaha (SMKU), Prosedur Analisa Dampak Usaha, Prosedur Strategi Kelangsungan Usaha, Prosedur Rencana Kelangsungan Usaha, Prosedur Tinjauan Manajemen SKMU

Dalam mengimplementasikan manajemen risiko, sesuai dengan Board Manual Jasa Marga, Dewan Komisaris dan Direksi memiliki tanggung jawab sebagaimana penjelasan berikut.

For the Company, risk management supported decision-making by taking into account uncertainty and its potential impact on the achievement of the Company's strategic objectives. Recognizing the risks faced, the Company proactively sought to enhance its risk management capabilities. In order to obtain organization-wide legitimacy, the implementation of risk management policies needed to be reinforced through management commitment aligned with applicable regulations.

Risk management constituted a routine management process prepared on an annual basis. To support the effectiveness of risk management implementation, Jasa Marga had developed several procedures, including:

To support the effectiveness of risk management implementation, Jasa Marga had established several procedures, including:

1. Procedures for determining risk strategy, including risk capacity, risk appetite, risk tolerance, and risk limits, as well as procedures for establishing risk taxonomy and calculating composite risk;
2. Procedures and work instructions for preparing the Corporate Risk Profile, which were used to determine the Company's top risks;
3. Procedures and work instructions for monitoring risk mitigation actions, conducted quarterly through the risk management application system;
4. Procedures and work instructions for risk event evaluation, carried out when risk events occurred as a basis for corrective improvement;
5. Procedures and work instructions for preparing specific risk management plans, developed for each corporate action or strategic initiative undertaken by the Company;
6. Procedures and work instructions for risk management maturity assessment to determine the level of maturity of risk management implementation;
7. Procedures and work instructions for risk-based budgeting, where budget preparation was preceded by risk analysis in determining work programs; and
8. Procedures for Business Continuity Management System (BCMS), including Business Impact Analysis procedures, Business Continuity Strategy procedures, Business Continuity Plan procedures, and BCMS Management Review procedures.

In implementing risk management, in accordance with the Jasa Marga Board Manual, the Board of Commissioners and the Board of Directors had the following responsibilities as described below.

Tugas Dewan Komisaris terkait Manajemen Risiko sebagai berikut:

1. Melakukan penilaian secara berkala dan memberikan rekomendasi tentang risiko usaha dan jenis serta jumlah asuransi yang ditutup oleh Perseroan dalam hubungannya dengan risiko usaha dengan penerapan manajemen risiko secara menyeluruh di Perseroan.
2. Melakukan penelaahan atas manajemen risiko Perseroan yang mencakup berbagai risiko yang dihadapi Perseroan, sistem, strategi dan kebijakan manajemen Perseroan, pengendalian internal Perseroan, termasuk kebijakan, metodologi dan infrastruktur, hasil penelaahan atas berbagai model pengukuran risiko yang digunakan Perseroan dan atas pelaksanaan manajemen.
3. Melakukan evaluasi atas kebijakan investasi dan mengidentifikasi serta menilai potensi risikonya.
4. Melakukan evaluasi tahapan proses manajemen investasi dan risiko Perseroan, mulai dari identifikasi sampai dengan pengungkapan serta mitigasi risiko.
5. Memberikan nasihat dan masukan kepada Direksi terkait kebijakan dan strategi investasi dalam bisnis jalan tol dan non-tol dalam rangka penyusunan RJPP, termasuk aspek risiko investasi dan usaha.
6. Melakukan penilaian atas risiko rencana proyek dan investasi Perseroan untuk selanjutnya memberikan pendapat dan/atau rekomendasi terkait keberlanjutan proyek tersebut.

Direksi bertanggung jawab dalam implementasi manajemen risiko yang terintegrasi secara efektif. Pengawasan secara aktif dari Direksi terhadap implementasi manajemen Risiko di PT Jasa Marga (Persero) Tbk meliputi namun tidak terbatas pada:

a. Melaksanakan pengurusan Perusahaan sesuai bidang pengelolaan Risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar Perusahaan, dan/atau keputusan RUPS.
b. Menyusun dan mengusulkan kebijakan serta strategi Manajemen Risiko secara komprehensif;
c. Melaksanakan kebijakan Manajemen Risiko dan membangun program manajemen risiko korporasi secara terpadu yang merupakan bagian dari pelaksanaan prinsip Tata Kelola Perusahaan yang Baik.
d. Mengembangkan budaya Manajemen Risiko pada seluruh jenjang organisasi
e. Melaksanakan peningkatan kompetensi sumber daya manusia yang terkait dengan Manajemen Risiko;
f. Memastikan bahwa fungsi Manajemen Risiko telah beroperasi secara independen;
g. Melaksanakan kaji ulang secara berkala untuk memastikan:
    1) Keakuratan metodologi penilaian risiko;
    2) Kecukupan implementasi sistem informasi Manajemen Risiko

Duties of the Board of Commissioners related to Risk Management are as follows:

1. Conducting periodic assessments and providing recommendations on business risks, as well as the type and amount of insurance coverage taken by the Company in relation to business risks, in the context of the overall implementation of risk management within the Company;
2. Reviewing the Company's risk management framework, including various risks faced by the Company, management systems, strategies and policies, internal control systems, as well as policies, methodologies, and infrastructure, including the results of reviews of risk measurement models used by the Company and the implementation of risk management;
3. Evaluating investment policies and identifying and assessing potential risks;
4. Evaluating the stages of the Company's investment and risk management process, from risk identification through to disclosure and mitigation;
5. Providing advice and input to the Board of Directors regarding investment policies and strategies in toll road and non-toll road businesses in the context of preparing the Long-Term Corporate Plan (RJPP), including investment and business risk aspects; and
6. Assessing the risks of the Company's project and investment plans and subsequently providing opinions and/or recommendations regarding the sustainability of such projects.

The Board of Directors was responsible for the effective implementation of integrated risk management. The Board of Directors' active oversight of risk management implementation at PT Jasa Marga (Persero) Tbk included, but was not limited to, the following:

a. Managing the Company in accordance with risk governance responsibilities, in compliance with applicable laws and regulations, the Company's Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS);
b. Formulating and proposing comprehensive risk management policies and strategies;
c. Implementing risk management policies and developing an integrated corporate risk management program as part of the implementation of Good Corporate Governance principles;
d. Developing a risk management culture across all levels of the organization;
e. Enhancing the competency of human resources related to risk management;
f. Ensuring that the risk management function operated independently;
g. Conducting periodic reviews to ensure:
    (1) the accuracy of risk assessment methodologies;
    (2) the adequacy of risk management information system implementation; and

3) Ketepatan kebijakan dan prosedur Manajemen Risiko serta penetapan batasan risiko {*risk limit*} dan ambang batas {*treshold*}.

h. Melakukan pemantauan Risiko secara terstruktur dan terintegrasi antara Perseroan dengan Anak Perusahaan;
i. Menyusun dan menyampaikan laporan Manajemen Risiko
j. Melaksanakan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, angaran dasar Perseroan, dan/atau keputusan RUPS

Untuk mengetahui implementasi manajemen risiko, Dewan Komisaris dan Direksi secara berkala melakukan evaluasi Manajemen Risiko meliputi hal-hal berikut:

1. Proses evaluasi dilakukan dengan cara membandingkan risiko hasil analisis dengan kriteria yang berlaku untuk menentukan risiko yang membutuhkan tindak lindung dan prioritas penanganan.
2. Kriteria untuk pengambilan keputusan tersebut harus konsisten dengan konteks eksternal, internal, dan manajemen risiko yang telah ditetapkan selaras dengan sasaran Perseroan, sasaran pengelolaan risiko, kepentingan pemangku kepentingan dan lain-lain.
3. Dengan evaluasi risiko maka dapat ditetapkan risiko yang memerlukan tindak lindung dan prioritasnya atau risiko tersebut demikian rendah sehingga hanya memerlukan *monitor.*

(3) the appropriateness of risk management policies and procedures, including the establishment of risk limits and thresholds; and

h. Conducting structured and integrated risk monitoring between the Company and its subsidiaries.
i. Preparing and submitting risk management reports; and
j. Performing other risk management functions in accordance with applicable laws and regulations, the Company's Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS).

To assess the implementation of risk management, the Board of Commissioners and the Board of Directors periodically conducted risk management evaluations, which included the following:

1. The evaluation process was carried out by comparing the analyzed risks against applicable criteria to determine risks requiring mitigation actions and prioritization of treatment;
2. The decision-making criteria were required to be consistent with the established external and internal context, as well as the risk management framework aligned with the Company's objectives, risk management goals, stakeholder interests, and other relevant considerations; and
3. Through risk evaluation, risks requiring mitigation actions and their priorities were determined, while risks assessed as sufficiently low were subject only to ongoing monitoring.

# Hubungan dengan Pemangku Kepentingan [OJK E.4, GRI 2-29]

## Relationship with Stakeholders

Perseroan telah mengidentifikasi pemangku kepentingan melalui diskusi kelompok terarah, wawancara mendalam, observasi dan studi kepustakaan yang dilakukan oleh Unit Corporate Communication & Community Development (CCO). Perseroan telah melakukan Focus Group Discusion (FGD) untuk mengidentifikasi para pemangku kepentingan, sebagai bagian dalam proses penentuan topik material untuk pengungkapan informasi pada laporan keberlanjutan ini. Selain itu, pelibatan pemangku kepentingan dilakukan untuk memperoleh masukan strategis serta memahami isu-isu krusial yang relevan bagi masing-masing pemangku kepentingan, sehingga Perseroan dapat merumuskan kebijakan dan pengambilan keputusan yang lebih tepat, inklusif, dan berkelanjutan. Dari proses analisis tersebut, Perseroan telah mengidentifikasi berbagai pemangku kepentingan berdasarkan tingkat kepentingan dalam keterlibatan aktivitas bisnis Perseroan serta mengelompokkannya ke dalam kelompok pemangku kepentingan utama, yakni:

The Company had identified its stakeholders through focus group discussions, in-depth interviews, observations, and literature studies conducted by the Corporate Communication & Community Development (CCO) Unit. The Company also conducted Focus Group Discussions (FGDs) to identify stakeholders as part of the process of determining material topics for disclosure in this sustainability report. In addition, stakeholder engagement was carried out to obtain strategic input and to understand critical issues relevant to each stakeholder group, enabling the Company to formulate more appropriate, inclusive, and sustainable policies and decision-making processes. From this analysis process, the Company identified various stakeholders based on their level of importance in relation to the Company's business activities and grouped them into key stakeholder categories, namely:

**Gambar/*Image*:**
Jasa Marga Tingkatkan Tata Kelola Terintegrasi untuk Mendorong Peningkatan Kinerja Keberlanjutan



**Internal**
1. Karyawan
2. Serikat Kerja Karyawan

**Eksternal**
1. Pemegang Saham
2. Investor
3. Pakar/Expert
4. Regulator
5. Legislator
6. Pengguna Jalan Tol dan Pelanggan Lainnya
7. Mitra Kerjasama Usaha Patungan
8. Vendor/Pemasok
9. Masyarakat
10. Media Massa
11. Lembaga Swadaya Masyarakat (LSM)
12. *Tenant Rest Area*

**Internal**
1. Employees
2. Employees Labor Union

**External**
1. Shareholders
2. Investors
3. Experts
4. Regulators
5. Legislators
6. Toll Road Users and Other Customers
7. Joint Venture Business Partners
8. Vendors/Suppliers
9. Communities
10. Mass Media
11. Non-Governmental Organizations (NGOs)
12. Rest Area Tenants

Adapun pendekatan yang digunakan Perseroan dalam melibatkan pemangku kepentingan sebagai berikut.

The approaches adopted by the Company in engaging stakeholders are as follows.

## Tabel Pemangku Kepentingan, Topik Utama, dan Respon Perseroan
Stakeholdes, Key Topics, and Company Response Table

| Kelompok Pemangku Kepentingan<br>Stakeholder Group | Identifikasi Pemangku Kepentingan<br>Stakeholder Identification | Harapan Pemangku Kepentingan<br>Stakeholder Expectations | |
|---|---|---|---|
| Pemegang Saham<br>Shareholders | Pemegang Saham:<br>• Pemilik modal yang memiliki hak dan kewajiban atas Perseroan yang diatur dalam UU dan/atau Anggaran Dasar serta memiliki kewajiban hukum dan finansial.<br>Shareholders:<br>• Capital owners with rights and obligations over the Company as regulated by law and/or the Articles of Association, with legal and financial responsibilities. | • Kinerja Perseroan yang baik dan sustain dapat tercermin dari hasil kinerja akhir tahun dan harga saham.<br>• Adanya pembagian dividen di akhir tahun buku.<br>• Pemenuhan GCG yang baik.<br>• Kemudahan dalam mendapatkan informasi perseroan.<br>• BUMN tetap *sustain* dan pengelolaan keuangan yang baik melalui pendekatan manajemen risiko.<br>• Good and sustainable Company performance reflected in year-end results and stock prices.<br>• Dividend distribution at the end of the fiscal year.<br>• Proper fulfillment of Good Corporate Governance (GCG).<br>• Ease of access to company information.<br>• SOEs remain sustainable with good financial management through a risk management approach. | |
| Investor<br>Investor | **Investor:** Pihak yang melakukan investasi keuangan pada proyek yang dijalankan oleh Jasa Marga<br>**Investor:** Parties that make financial investments in projects carried out by Jasa Marga. | • Peningkatan profitabilitas<br>• Pertumbuhan proyek dan ekspansi jalan tol<br>• Manajemen risiko yang baik<br>• Increased profitability<br>• Project growth and toll road expansion<br>• Good risk management | |
| Pakar/*Expert*<br>*Expert* | Pakar/*Expert* merupakan pihak yang ahli dalam bidang rekayasa jalan, manajemen proyek, keuangan, teknologi, lingkungan, kebijakan dan hukum terkait jalan tol.<br>Experts are specialists in road engineering, project management, finance, technology, environment, policies, and laws related to toll roads. | • Pembangunan jalan tol di Indonesia dapat dilakukan secara optimal, berkelanjutan, dan memberikan manfaat maksimal bagi masyarakat.<br>• Toll road development in Indonesia is carried out optimally, sustainably, and provides maximum benefits to the public. | |

| | Pendekatan kepada Pemangku Kepentingan<br>Stakeholder Engagement Approach | | Topik Utama Pemangku Kepentingan<br>Key Stakeholder Topics |
|---|---|---|---|
| | **Kegiatan**<br>Activity | **Frekuensi**<br>Frequency | |
| | • RUPS<br>• Non-Deal Roadshow/Conference<br>• Public Expose<br>• Site Visit<br>• Menyediakan informasi Perseroan yang dimuat dalam situs web khususnya pada menu Hubungan Investor<br>• BUMN tetap berkelanjutan dan memberikan kinerja terbaik untuk negara<br>• BUMN memiliki rasio keuangan yang baik dan wajar<br>• General Meeting of Shareholders (GMS)<br>• Non-Deal Roadshow/Conference<br>• Public Expose<br>• Site Visit<br>• Providing Company information on the website, especially in the Investor Relations section<br>• SOEs stays sustainable and delivers the best performance for the country<br>• SOEs maintains good and reasonable financial ratios | • 1 tahun sekali RUPS Tahunan dan disesuaikan khusus RUPS Luar Biasa.<br>• Secara Berkala<br>• Secara Berkala<br>• Secara Berkala<br>• Secara Berkala<br>• Secara Berkala<br>• Secara Berkala<br>• Secara Berkala<br>• Once a year for the Annual General Meeting of Shareholders (GMS) and adjusted as needed for Extraordinary GMS.<br>• Periodically<br>• Periodically<br>• Periodically<br>• Periodically<br>• Periodically<br>• Periodically<br>• Periodically | • Pertanggungjawaban kinerja Perseroan selama satu tahun (operasional. keuangan. governance. social).<br>• Keterbukaan informasi.<br>• Pencapaian KPI.<br>• Perubahan Struktur Organisasi dan Nomenklatur Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko.<br>• Penerapan manajemen risiko yang terintegrasi dan lebih fokus.<br>• Pembahasan Isu Keberlanjutan<br>• Accountability for the Company's performance over the year (operational, financial, governance, social).<br>• Information transparency.<br>• KPI achievements.<br>• Organizational structure changes, including renaming the Finance Director position to Finance and Risk Management Director.<br>• Implementation of integrated and more focused risk management.<br>• Discussion of sustainability issues. |
| | • Mengadakan pertemuan untuk membahas kerjasama dalam proyek pengembangan infrastruktur<br>• Menyediakan informasi Perseroan yang dimuat dalam situs web khususnya pada menu Hubungan Investor<br>• Investor *Gathering/Analyst Meeting*<br>• Holding meetings to discuss cooperation in infrastructure development projects<br>• Providing Company information on the website, especially in the Investor Relations section<br>• Investor Gathering/Analyst Meeting | Secara Berkala<br>Periodically | • Pendanaan untuk Proyek Infrastruktur<br>• Kerjasama dalam Proyek Pengembangan Infrastruktur<br>• Penentuan tarif jalan tol<br>• Pembahasan Isu Keberlanjutan<br>• Funding for Infrastructure Projects<br>• Cooperation in Infrastructure Development Projects<br>• Toll road tariff determination<br>• Discussion of Sustainability Issues |
| | • Mengadakan pertemuan untuk berkoordinasi terkait pengelolaan jalan dan tarif jalan tol.<br>• Holding meetings to coordinate toll road management and toll tariff regulations. | Disesuaikan<br>Adjusted as needed. | • Rekayasa lalu lintas saat musim libur panjang sehingga dapat mengatasi tingkat kemacetan yang tinggi<br>• Pengelolaan jalan tol<br>• Evaluasi proyek dan kinerja jalan tol termasuk aspek keselamatan dan keberlanjutan lingkungan<br>• Penentuan tarif jalan tol<br>• Traffic engineering during peak holiday seasons to manage high congestion levels.<br>• Toll road management.<br>• Project evaluation and toll road performance, including safety and environmental sustainability aspects.<br>• Toll tariff determination. |

| **Kelompok Pemangku Kepentingan**<br>Stakeholder Group | **Identifikasi Pemangku Kepentingan**<br>Stakeholder Identification | **Harapan Pemangku Kepentingan**<br>Stakeholder Expectations | |
|---|---|---|---|
| Karyawan<br>Employees | Pihak yang terikat hubungan kerja dengan Perusahaan serta telah memenuhi syarat-syarat yang ditentukan dan diangkat oleh Direksi atau Pejabat yang diberikan kewenangan oleh Direksi dengan diberikan penghasilan, kesejahteraan dan fasilitas sesuai ketentuan yang berlaku.<br>Pengelompokan status karyawan:<br>• Karyawan Tetap, dan<br>• Karyawan Tidak Tetap<br>Individuals who have an employment relationship with the Company, meet the required qualifications, and are appointed by the Board of Directors or authorized officials, receiving salary, benefits, and facilities in accordance with applicable regulations. Employee Classification:<br>• Permanent Employees<br>• Non-Permanent Employees | Terpenuhi hak-hak karyawan sesuai undang-undang sebagai berikut:<br>• Benefit untuk karyawan<br>• Pengembangan karier<br>• Persentase perempuan dalam nominated talent<br>• Persentase milenial dalam nominated talent<br>• Employee Engagement<br>• Keamanan dan kenyamanan tempat kerja<br>• Hubungan Industrial yang harmonis<br>• Komunikasi Organisasi yang efektif<br>• Pengembangan talenta untuk calon Direksi BUMN dari gender perempuan dan generasi milenial+D28<br>Fulfillment of employee rights in accordance with labor laws, including:<br>• Employee benefits<br>• Career development<br>• Percentage of women in nominated talent<br>• Percentage of millennials in nominated talent<br>• Employee engagement<br>• Workplace safety and comfort<br>• Harmonious industrial relations<br>• Effective organizational communication<br>• Talent development for future SOEs Directors from women and millennials D+28 | |
| Regulator<br>Regulator | Kementerian Lingkungan Hidup & Kehutanan RI<br>Ministry of Environment & Forestry of the Republic of Indonesia | Pemenuhan Kepatuhan Lingkungan<br>Compliance with environmental regulations | |
| | Dinas Lingkungan Hidup Setempat<br>Local Environmental Agency | Pemenuhan Kewajiban RKL-RPL<br>Fulfillment of RKL-RPL (Environmental Management and Monitoring Plans) obligations | |

| | Pendekatan kepada Pemangku Kepentingan<br>Stakeholder Engagement Approach | | Topik Utama Pemangku Kepentingan<br>Key Stakeholder Topics |
|---|---|---|---|
| | **Kegiatan**<br>Activity | **Frekuensi**<br>Frequency | |
| | • Pemberlakuan sistem manajemen SDM dan sistem insentif berbasis kinerja Pengembangan kompetensi karyawan dan Penilaian kinerja serta mempersiapkan manajemen/pemimpin Perseroan yang profesional<br>• Melaksanakan kegiatan preventif, kuratif dan promotif di bidang kesehatan<br>• Melakukan survei *employee engagement*<br>• Penandatangan Kontrak Kerja dan Pakta Integritas<br>• Penyusunan dan penetapan perjanjian kerja bersama (PKB) melalui dialog dengan Serikat Karyawan<br>• Pertemuan antara Serikat Karyawan sebagai wakil karyawan dengan Manajemen dalam forum LKS Bipartit<br>• CEO Message di berbagai kesempatan sebagai salah satu bentuk komunikasi Manajemen dengan karyawan Penerapan HC Architecture<br>• Implementation of an HR management system and performance-based incentive system<br>• Employee competency development, performance assessment, and preparation of professional corporate leadership<br>• Preventive, curative, and promotive health programs<br>• Conducting employee engagement surveys<br>• Signing employment contracts and integrity pacts<br>• Drafting and establishing collective labor agreements (PKB) through dialogue with labor unions<br>• Meetings between the labor union, as employee representatives, and management in the Bipartite LKS forum<br>• CEO Messages on various occasions as a form of communication between management and employees Implementation of HC Architecture | Disesuaikan<br>Adjusted as needed | • Penanganan permasalahan Hubungan Industrial<br>• Kesempatan peningkatan kompetensi dan karier<br>• Benefit Karyawan<br>• Program pengalihan profesi dampak rencana Kementerian dalam menerapkan MLFF<br>• Pengembangan talenta dan inklusivitas<br>• Keselamatan dan kesehatan kerja<br>• Pembahasan Isu Keberlanjutan<br>• Handling industrial relations issues<br>• Opportunities for competency and career advancement<br>• Employee benefits<br>• Career transition programs due to the Ministry's plan to implement MLFF (Multi-Lane Free Flow)<br>• Talent development and inclusivity<br>• Occupational health and safety<br>• Discussion of sustainability issues |
| | • Pelaksanaan AMDAL & Studi Kelayakan Lingkungan<br>• Perizinan Lingkungan<br>• Implementation of Environmental Impact Assessment (AMDAL) & Environmental Feasibility Studies<br>• Environmental Permits | Disesuaikan<br>Adjusted as needed | • Kepatuhan lingkungan<br>• Environmental compliance |
| | • Pelaksanaan Pengelolaan Dampak Lingkungan dan Sosial Hasil Kajian AMDAL<br>• Pelaksanaan Pemantauan Lingkungan dan Sosial Hasil Kajian AMDAL<br>• Penyusunan Laporan Implementasi RKL-RPL<br>• Implementation of Environmental and Social Impact Management based on AMDAL studies<br>• Implementation of Environmental and Social Monitoring based on AMDAL studies<br>• Preparation of RKL-RPL Implementation Reports | 6 Bulan/ Per Semester<br>Every six months/per semester | • Kepatuhan lingkungan<br>• Environmental compliance |

| Kelompok Pemangku Kepentingan<br>Stakeholder Group | Identifikasi Pemangku Kepentingan<br>Stakeholder Identification | Harapan Pemangku Kepentingan<br>Stakeholder Expectations | |
|---|---|---|---|
| | Kementerian PU<br>• Pihak Pemerintah dalam hal teknis pengelolaan jalan tol.<br>Badan pengaturan BUMN:<br>Pihak Pemerintah dalam hal organisasi dan tata kelola perusahaan.<br>Danantara : Pihak Pemerintah dalam hal pengelolaan dividen BUMN.<br>Ministry of Public Works (PU):<br>• Government authority responsible for technical aspects of toll road management.<br>State-Owned Enterprises Regulatory Body<br>(BP BUMN): Government authority responsible for corporate organization and governance.<br>Danantara: Government entity responsible for the management of State-Owned Enterprises (SOE) dividends. | • Patuh terhadap peraturan perundang-undangan<br>• Kesiapan infrastruktur jalan tol, sarana dan prasarana, dan kesiapan petugas layanan ketika libur panjang dan arus mudik<br>• Kestabilan BUMN dalam pengelolaan asset yang dimiliki secara optimal guna mencapai tujuan strategis perusahaan.<br>• Compliance with laws and regulations<br>• Readiness of toll road infrastructure, facilities and supporting infrastructure, as well as service personnel during long holidays and the Eid homecoming (mudik) period<br>• Stability of State-Owned Enterprises (SOEs) in managing owned assets optimally to achieve the Company's strategic objectives | |
| | • Otoritas Pasar Modal dan Bursa (OJK dan BEI):<br><br>Pihak pemerintah dalam hal status Jasa Marga sebagai perusahaan terbuka yang memiliki kewajiban untuk memenuhi kepatuhan pada regulasi pasar modal dan bursa.<br>• Financial Services Authority (OJK) and Indonesia Stock Exchange (IDX):<br>Government authorities responsible for overseeing Jasa Marga's status as a publicly listed company, including compliance with capital market and stock exchange regulations. | • Seluruh regulasi dipenuhi dengan tepat waktu (Patuh terhadap ketentuan pasar modal).<br>• Kemudahan dalam mendapatkan informasi & pelaporan perusahaan.<br>• All regulations are complied with in a timely manner (compliance with capital market regulations).<br>• Ease of access to company information and reporting. | |
| | Kementerian Ketenagakerjaan/Dinas Ketenagakerjaan setempat:<br>Sebagai regulator terkait hubungan industrial antara Perseroan dan tenaga kerjanya.<br>Ministry of Manpower/Local Manpower Office: Regulator overseeing industrial relations between the company and its workforce. | Tenaga kerja terpenuhi hak-haknya sesuai undang-undang<br>Fulfillment of workers' rights in accordance with labor laws. | |
| | Pemerintah Daerah (Provinsi. Kota dan Kabupaten):<br>Sebagai pendukung penerapan kebijakan publik yang berdampak pada masyarakat sekitar.<br>Local Government<br>(Province, City, and Regency):<br>Supports the implementation of public policies that impact surrounding communities. | • Memberikan pertimbangan atas kebijakan publik yang akan diterapkan untuk masyarakat.<br>• Memastikan kebijakan publik tidak berdampak berat untuk masyarakat.<br>• Provides considerations for public policies to be implemented for the community.<br>• Ensures public policies do not heavily burden the community. | |

| | Pendekatan kepada Pemangku Kepentingan<br>Stakeholder Engagement Approach | | Topik Utama Pemangku Kepentingan<br>Key Stakeholder Topics |
|---|---|---|---|
| | **Kegiatan**<br>Activity | **Frekuensi**<br>Frequency | |
| | • Pertemuan Perseroan dan Kementerian PU.<br>• Laporan pemenuhan SPM ke BPJT dan *self-assessment* oleh BUJT.<br>• Laporan pengelolaan kinerja keuangan dan operasional.<br>• Kunjungan kerja ke lokasi proyek jalan Tol.<br>• Rapat/koordinasi terkait kondisi terkini perseroan.<br>• Meetings between the Company and the Ministry of PUPR<br>• Submission of Minimum Service Standard (SPM) compliance reports to BPJT and selfassessments by BUJT<br>• Financial and operational performance management reports<br>• Site visits to toll road projects<br>• Meetings/coordination regarding the company's current condition. | • Secara berkala, triwulan, semester, dan tahunan.<br>• Secara berkala, triwulan, semester, dan tahunan.<br>• Secara berkala, triwulan, semester, dan tahunan.<br>• Regularly—quarterly, semi-annually, and annually<br>• Regularly—quarterly, semi-annually, and annually<br>• Regularly—quarterly, semi-annually, and annually | • Pengembangan jaringan jalan.<br>• Penentuan tarif jalan tol<br>• Pembayaran kewajiban Perseroan kepada negara.<br>• Antikorupsi dan Penerapan SMAP.<br>• Expansion of road networks<br>• Toll tariff determination<br>• Fulfillment of the Company's financial obligations to the state<br>• Anti-corruption measures and implementation of the Anti-Bribery Management System (SMAP) |
| | • Pemenuhan kewajiban sebagai perusahaan terbuka sesuai peraturan yang berlaku.<br>• Penyampaian keterbukaan informasi yang dimuat dalam situs web.<br>• Fulfilling obligations as a publicly listed company in accordance with applicable regulations.<br>• Providing disclosure of information on the company's website. | Secara berkala, triwulan, semester, dan tahunan.<br>Periodically, quarterly, semi-annually, and annually. | • Pemenuhan kepatuhan regulasi pasar modal & bursa<br>• Compliance with capital market and stock exchange regulations. |
| | • Pemenuhan kepatuhan terhadap UU Ketenagakerjaan/Omnibus Law terkait Ketenagakerjaan.<br>• Compliance with labor laws/Omnibus Law on Employment. | Secara Berkala<br>Regularly | • Penyusunan laporan kondisi tenaga kerja.<br>• Penyusunan laporan tenaga kerja magang.<br>• Preparation of labor condition reports.<br>• Preparation of internship labor reports. |
| | • Pertemuan bipartit (*high level meeting* bersama manajemen).<br>• *Focus Group Discussion*.<br>• Kunjungan kerja ke lokasi proyek jalan tol.<br>• Bipartite meetings (high-level meetings with management).<br>• Focus Group Discussions.<br>• Site visits to toll road projects. | • Disesuaikan. minimal 2 tahun sekali.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Adjusted as needed, at least once every two years.<br>• Regularly<br>• Regularly | • Diskusi dan masukan terkait program dan rencana kegiatan Perseroan serta kebijakan publik.<br>• Pengembangan jaringan jalan.<br>• Kolaborasi dalam menjalankan program kerja Perseroan.<br>• Discussions and feedback on company programs, activity plans, and public policies.<br>• Road network development.<br>• Collaboration in implementing company programs. |

| Kelompok Pemangku Kepentingan<br>Stakeholder Group | Identifikasi Pemangku Kepentingan<br>Stakeholder Identification | Harapan Pemangku Kepentingan<br>Stakeholder Expectations | |
|---|---|---|---|
| | Kepolisian:<br>Pihak pemerintah dalam hal pengaturan lalu lintas jalan tol<br>Police:<br>Government authority responsible for toll road traffic regulation. | • Patuh terhadap peraturan perundang-undangan terkait lalu lintas jalan tol.<br>• Compliance with traffic regulations related to toll roads. | |
| Legislator<br>Legislator | Komisi V DPR RI:<br>• Alat kelengkapan legislatif (DPR) yang bidang tugasnya terkait Pekerjaan Umum dan Perumahan Rakyat.<br>Komisi VI DPR RI:<br>Alat kelengkapan legislatif (DPR) yang bidang tugasnya terkait pengelolaan BUMN.<br>Commission V:<br>• A legislative body whose scope of duties is related to Public Works and Public Housing.<br>Commission VI:<br>A legislative body whose scope of duties is related to the management of State-Owned Enterprises (SOEs). | • Pengelolaan keuangan negara yang profesional dan sesuai peraturan perundang-undangan.<br>• Professional and regulation-compliant management of state finances. | |
| Pengguna Jalan Tol dan Pelanggan Lainnya<br>Toll Road Users and Other Customers | Pengguna jalan tol merupakan pihak yang menggunakan atau memakai fasilitas jalan tol dan membayar tarif tol.<br>Toll road users are individuals who utilize toll road facilities and pay toll fees. | • Operator tol dapat memenuhi Standar Pelayanan Minimal.<br>• Penyediaan informasi yang cepat, akurat dan responsif.<br>• Adanya media untuk menyalurkan keluhan pelanggan.<br>• Toll operators meet Minimum Service Standards (SPM).<br>• Quick, accurate, and responsive information delivery.<br>• Availability of channels for customer complaints. | |
| Mitra Kerjasama Usaha Patungan<br>Joint Venture Business Partners | Mitra Kerjasama usaha patungan merupakan pihak yang berperan sebagai mitra pemegang saham dalam pengusahaan jalan tol.<br>Joint venture business partners are parties who act as shareholder partners in the toll road business. | *Sharing* risiko untuk melaksanakan dan menyelesaikan pengusahaan jalan tol dengan kinerja yang baik dan mampu mengembalikan biaya investasi serta memperoleh keuntungan.<br>Risk-sharing to carry out and complete the toll road business with good performance, ensuring investment cost recovery and generating profit. | |
| Vendor/Pemasok<br>Vendors/Suppliers | Vendor/pemasok merupakan pihak yang berperan sebagai penyedia barang/jasa yang memenuhi kebutuhan barang/jasa Perseroan<br>Vendors/suppliers are parties who act as providers of goods/services to meet the Company's needs. | • Pendaftaran penyedia dilakukan secara terbuka untuk umum<br>• Pengadaan barang dan jasa dilaksanakan secara terbuka, transparan, dan adil<br>• Mendapatkan informasi yang jelas dan terbuka mengenai Pengadaan di lingkungan Perusahaan<br>• Mendapatkan penilaian sebagai penyedia Barang dan Jasa berdasarkan kinerja<br>• Supplier registration is conducted openly to the public.<br>• Procurement of goods and services is carried out in an open, transparent, and fair manner.<br>• Receive clear and open information regarding procurement within the Company.<br>• Receive evaluation as a provider of goods and services based on performance. | |

| | Pendekatan kepada Pemangku Kepentingan<br>Stakeholder Engagement Approach | | Topik Utama Pemangku Kepentingan<br>Key Stakeholder Topics |
|---|---|---|---|
| | **Kegiatan**<br>Activity | **Frekuensi**<br>Frequency | |
| | • Melakukan koordinasi secara intensif untuk menciptakan keamanan.<br>• Intensive coordination to ensure safety. | Secara Berkala<br>Regularly | • Pengaturan Lalu Lintas selama periode Mudik/libur Panjang.<br>• Kecelakaan di jalan tol.<br>• Kemacetan jalan tol.<br>• Traffic arrangements during the homecoming/long holiday period.<br>• Toll road accidents.<br>• Toll road congestion. |
| | • Rapat Dengar Pendapat (RDP)<br>• Kunjungan Kerja (Kunker)<br>• Kunjungan Spesifik (Kunfik)<br>• Public Hearings (Rapat Dengar Pendapat - RDP).<br>• Work Visits (Kunjungan Kerja - Kunker).<br>• Specific Visits (Kunjungan Spesifik - Kunfik). | • Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Regularly.<br>• Regularly<br>• Regularly | • Penggunaan dana PMN.<br>• Pengawasan terhadap kinerja Pemerintah dan BUMN.<br>• Pelayanan publik khususnya pada saat beban operasi puncak (liburan panjang. dsb).<br>• Utilization of State Capital Injection (PMN) funds.<br>• Supervision of Government and SOEs performance.<br>• Public service quality, especially during peak operational periods (e.g., holiday seasons). |
| | • Penyediaan informasi kondisi lalu lintas kepada pelanggan.<br>• Pemenuhan SPM.<br>• Penyediaan fasilitas layanan pada pelanggan.<br>• Temu pelanggan<br>• Survei Kepuasan pelanggan.<br>• Penerapan Teknologi dalam Bidang Operasi.<br>• Penerapan Teknologi dalam Bidang Pemeliharaan.<br>• Provision of traffic condition information to customers.<br>• Fulfillment of SPM.<br>• Provision of service facilities to customers.<br>• Customer meetings.<br>• Customer satisfaction survey.<br>• Implementation of technology in the field of operations.<br>• Implementation of technology in the field of maintenance. | • Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• 1 tahun sekali<br>• Secara Berkala.<br>• Regularly.<br>• Regularly.<br>• Regularly.<br>• Regularly.<br>• Once a year.<br>• Regularly. | • Manajemen keluhan pelanggan.<br>• Pusat layanan pelanggan.<br>• Perbaikan sarana dan fasilitas jalan tol oleh operator.<br>• Customer complaint management.<br>• Customer service center.<br>• Improvement of toll road infrastructure and facilities by the operator. |
| | • Pembentukan Anak Perusahaan Jalan Tol (APJT).<br>• *Shareholder Agreement*.<br>• Pertemuan bipartit.<br>• Establishment of Toll Road Subsidiaries (APJT).<br>• Shareholder Agreement.<br>• Bipartite meetings. | • Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Regularly<br>• Regularly<br>• Regularly | • Pengurusan dan Pengawasan APJT.<br>• Kewenangan pengambilan keputusan/suara dalam APJT.<br>• Management and supervision of APJT.<br>• Decision-making/voting authority in APJT. |
| | • Sosialisasi pendaftaran menjadi Rekanan Jasa Marga (DRJM) secara online<br>• Survei kepuasan penyedia barang dan jasa<br>• Online socialization of registration as a Jasa Marga Partner (DRJM).<br>• Supplier satisfaction survey. | Disesuaikan<br>Adjusted | • Layanan informasi Pendaftaran Rekanan (DRJM) Pengadaan Barang/Jasa sesuai dengan kebutuhan perusahaan<br>• Penilaian Hasil Kinerja Penyedia Barang/Jasa<br>• Monitoring evaluasi masukan dan saran dari Penyedia Barang dan Jasa<br>• Information services for Partner Registration (DRJM) for Procurement of Goods/Services according to the Company's needs.<br>• Performance evaluation of goods/services providers.<br>• Monitoring and evaluating feedback and suggestions from goods and services providers. |

| **Kelompok Pemangku Kepentingan**<br>Stakeholder Group | **Identifikasi Pemangku Kepentingan**<br>Stakeholder Identification | **Harapan Pemangku Kepentingan**<br>Stakeholder Expectations | |
|---|---|---|---|
| Masyarakat<br>Community | Masyarakat merupakan pihak yang berada di sekitar wilayah operasional jalan tol.<br>The community refers to those residing around the toll road operational areas. | • Penyelesaian sengketa ganti untung atas tanah jalan tol<br>• Benefit untuk warga sekitar<br>• Peluang usaha<br>• Kesejahteraan masyarakat<br>• Pengembangan ekonomi bagi daerah yang tertinggal<br>• Resolution of land compensation disputes for toll roads.<br>• Benefits for local residents.<br>• Business opportunities.<br>• Community welfare.<br>• Economic development for underdeveloped areas. | |
| Media Massa<br>Mass Media | Media massa merupakan pihak yang berperan sebagai media yang dibutuhkan dalam menyebarluaskan berita dan informasi yang mendukung citra positif Perseroan.<br>Mass media plays a role as a communication channel needed to disseminate news and information that supports the Company's positive image. | • Mendapatkan informasi terkini sesegera mungkin.<br>• Mendapatkan kesempatan untuk wawancara terkait isu tertentu.<br>• Melihat secara langsung (kemudahan akses) kegiatan/ lokasi yang terkait dengan berita.<br>• Obtain the latest information as soon as possible.<br>• Get opportunities for interviews on specific issues.<br>• Gain direct access (easy access) to activities/locations related to news coverage. | |
| Lembaga Swadaya Masyarakat (LSM)<br>Non-Governmental Organizations (NGOs) | Lembaga Swadaya Masyarakat (LSM) merupakan pihak yang mewakili masyarakat untuk mengkomunikasikan kegiatan dan aksi korporasi Perseroan<br>NGOs represent the public in communicating the Company's corporate activities and actions. | • Mendapatkan informasi terlebih dahulu dibandingkan pihak-pihak lainnya<br>• Bantuan finansial untuk komunitas<br>• Receive information before other parties.<br>• Financial assistance for communities. | |
| | LSM Lingkungan<br>Environmental NGOs | • Kebersihan udara di sekitar lingkungan jalan tol<br>• Tidak terjadi banjir di wilayah jalan tol<br>• Air cleanliness around the toll road environment.<br>• Prevention of flooding in toll road areas. | |
| Serikat Kerja Karyawan<br>Employee Labor Union | • Serikat Kerja<br>• Karyawan: Sebagai mediator komunikasi antara manajemen dan karyawan.<br>• The labor union<br>• The labor: serves as a communication mediator between management and employees. | • Komunikasi yang baik antara manajemen dan serikat pekerja.<br>• Good communication between management and the labor union. | |
| Tenant Rest Area<br>Rest Area Tenants | Sebagai salah satu fasilitas pelayanan<br>pendukung Standar Pelayanan Minimal (SPM) jalan tol di Rest Area<br>Rest area tenants are part of the service facilities that support the Minimum Service Standards (SPM) of toll road rest areas. | • Kerjasama yang saling menguntungkan.<br>• Pertumbuhan trafik lalu lintas jalan tol.<br>• Mutually beneficial cooperation.<br>• Increase in toll road traffic. | |

| | Pendekatan kepada Pemangku Kepentingan<br>Stakeholder Engagement Approach | | Topik Utama Pemangku Kepentingan<br>Key Stakeholder Topics |
|---|---|---|---|
| | **Kegiatan**<br>Activity | **Frekuensi**<br>Frequency | |
| | • Mengadakan dialog dengan masyarakat untuk melihat bukti-bukti kepemilikan tanah yang diklaim.<br>• Penyelesaian jalur hukum<br>• Program Tanggung Jawab Sosial dan Lingkungan<br>• Program Pendanaan UMK<br>• Conducting dialogues with the community to verify land ownership claims.<br>• Legal dispute resolution.<br>• Corporate Social and Environmental Responsibility Programs.<br>• MSME Funding Programs. | • Disesuaikan<br>• Disesuaikan<br>• Sesuai Rencana<br>• Sesuai Rencana<br>• Adjusted.<br>• Adjusted.<br>• According to the Plan.<br>• According to the Plan. | • Pembahasan status kepemilikan tanah kelola Jalan Tol Keterbukaan informasi<br>• Memberi manfaat positif bagi masyarakat sekitar<br>• Kepedulian pada masyarakat terdampak proses bisnis Perseroan<br>• Dukungan kepada komunitas masyarakat sekitar<br>• Discussion on the status of toll road land ownership and information transparency.<br>• Providing positive benefits to surrounding communities.<br>• Concern for communities affected by the Company's business processes.<br>• Support for local community groups. |
| | • Press Release<br>• Artikel Pitching<br>• Media Interview<br>• Media Visit<br>• Media Gathering/Editors/Chief Editor gathering<br>• Media Placement&Advertorial<br>• Press Releases.<br>• Article Pitching.<br>• Media Interviews.<br>• Media Visits.<br>• Media Gatherings/Editors/Chief Editor Gatherings.<br>• Media Placements & Advertorials. | • Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Periodically.<br>• Periodically.<br>• Periodically.<br>• Periodically.<br>• Periodically.<br>• Periodically. | • Hubungan dan kerjasama yang baik dengan media massa sesuai regulasi Perseroan.<br>• Dukungan komunikasi publik dalam hal peningkatan eksposur pemberitaan.<br>• Maintain good relationships and cooperation with mass media in accordance with Company regulations.<br>• Public communication support to enhance media exposure. |
| | • Focus Group Discussion<br>• Kolaborasi Program<br>• Focus Group Discussion<br>• Program Collaboration | Disesuaikan<br>Adjusted | • Pemberdayaan ekonomi dan peningkatan kualitas hidup masyarakat<br>• Dukungan komunikasi publik terkait kebijakan yang berdampak kepada masyarakat<br>• Economic empowerment and improvement of community quality of life.<br>• Public communication support regarding policies impacting the community. |
| | • Penghijauan pohon di sekitar jalan tol<br>• Normalisasi saluran di sepanjang jalan tol<br>• Tree planting along the toll roads.<br>• Normalization of drainage channels along toll roads. | • Disesuaikan<br>• Disesuaikan<br>• Adjusted<br>• Adjusted | • Banjir di perumahan/kawasan penduduk sekitar jalan tol<br>• Emisi<br>• Kepatuhan lingkungan<br>• Keanekaragaman hayati<br>• Flooding in residential areas near the toll road.<br>• Emissions.<br>• Environmental compliance.<br>• Biodiversity. |
| | • Penyusunan-perjanjian kerja bersama (PKB).<br>• Pertemuan Bipartit.<br>• Pertemuan LKS Bipartit<br>• Drafting collective labor agreements (PKB).<br>• Bipartite meetings.<br>• Bipartite LKS (Lembaga Kerja Sama) meetings. | • 2 tahun sekali.<br>• Secara Berkala.<br>• Secara Berkala<br>• Every two years.<br>• Periodically.<br>• Periodically. | • Program pengalihan profesi dampak rencana Kementrian Pekerjaan Umum (PU) dan Kementrian Perumahan dan Kawasan Permukiman (PKP) dalam menerapkan MLFF.<br>• Job transition programs due to the Ministry of PUPR's plan to implement MLFF (Multi-Lane Free Flow).. |
| | • Pelaksanaan regulasi yang mengatur tentang<br>• TIP (Tempat Istirahat & Pelayanan).<br>• Penerapan protokol kesehatan untuk petugas<br>• tenant dan pengunjung rest area.<br>• Pelaksanaan vaksinasi untuk petugas dan tenant.<br>• Pemberian relaksasi pembayaran sewa tenant selama pandemi COVID-19.<br>• Pemberian bantuan sewa tenant dari Perseroan.<br>• Implementation of regulations governing Rest Areas & Service Areas (TIP).<br>• Implementation of health protocols for rest area staff, tenants, and visitors.<br>• Vaccination for staff and tenants.<br>• Rent payment relaxation for tenants during the Covid-19 pandemic.<br>• Rental assistance for tenants from the Company. | • Secara Berkala.<br>• Secara Berkala.<br>• Sesuai ketentuan Pemerintah.<br>• Secara Berkala.<br>• Secara Berkala.<br>• Periodically.<br>• Periodically.<br>• As per government regulations.<br>• Periodically.<br>• Periodically. | • Peningkatan pelayanan di TIP pada masa pandemic COVID-19.<br>• Pengembangan Bisnis TIP dan pelaksanaan Regulasi TIP yang mendukung Bisnis TIP.<br>• Service improvements in rest areas (TIP) during the Covid-19 pandemic.<br>• Business development of TIP and implementation of TIP regulations supporting TIP businesses. |

# Permasalahan Terhadap Penerapan Pembangunan Berkelanjutan [OJK E.5]

## Challenges in the Implementation of Sustainable Development

Dalam mengimplementasikan pembangunan berkelanjutan, Perseroan menghadapi berbagai tantangan dan permasalahan internal yaitu masih perlunya peningkatan *awareness* dan pemahaman secara menyeluruh mengenai isu keberlanjutan, baik di tingkat Perseroan pusat maupun di seluruh anak perusahaan. Untuk mengatasi hal ini, Perseroan senantiasa mengikutsertakan karyawannya pada program pengembangan kompetensi dan pelatihan keberlanjutan. Program ini tidak hanya bertujuan untuk meningkatkan pemahaman mengenai prinsip-prinsip keberlanjutan, tetapi juga mendorong integrasi praktik keberlanjutan dalam kegiatan operasional sehari-hari, pengambilan keputusan, serta perencanaan strategis perusahaan. Dengan demikian, setiap karyawan diharapkan memiliki peran aktif dalam mendukung pencapaian target ESG Perseroan dan turut berkontribusi pada pembangunan berkelanjutan secara konsisten di seluruh lini usaha.

In implementing sustainable development, the Company faced various internal challenges and issues, including the need to further enhance awareness and comprehensive understanding of sustainability issues, both at the Company's head office level and across all subsidiaries. To address this, the Company consistently involved employees in competency development programs and sustainability training. These programs were not only aimed at improving understanding of sustainability principles, but also at encouraging the integration of sustainability practices into day-to-day operations, decision-making processes, and the Company's strategic planning. In this way, each employee was expected to play an active role in supporting the achievement of the Company's ESG targets and contributing consistently to sustainable development across all business lines.

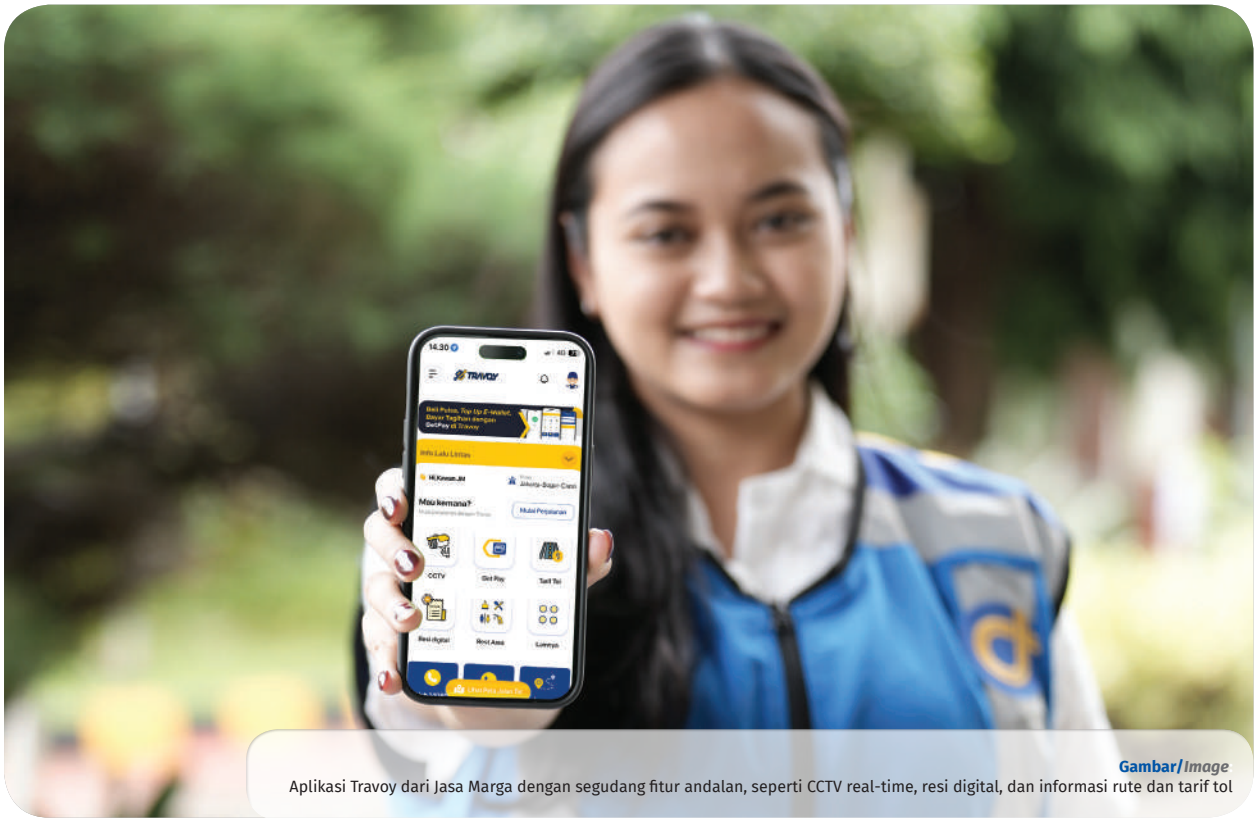


Tantangan selanjutnya yaitu terkait pengumpulan data keberlanjutan dari anak perusahaan masih menjadi salah satu tantangan dalam implementasi pembangunan berkelanjutan. dalam menghadapi tantangan tersebut, Perseroan telah mengembangkan dashboard ESG yang digunakan untuk monitoring dan merekam data-data yang diperlukan sebagai indikator kinerja ESG.

Another challenge was related to the collection of sustainability data from subsidiaries, which remained a key issue in the implementation of sustainable development. To address this, the Company developed an ESG dashboard used to monitor and record the required data as ESG performance indicators.

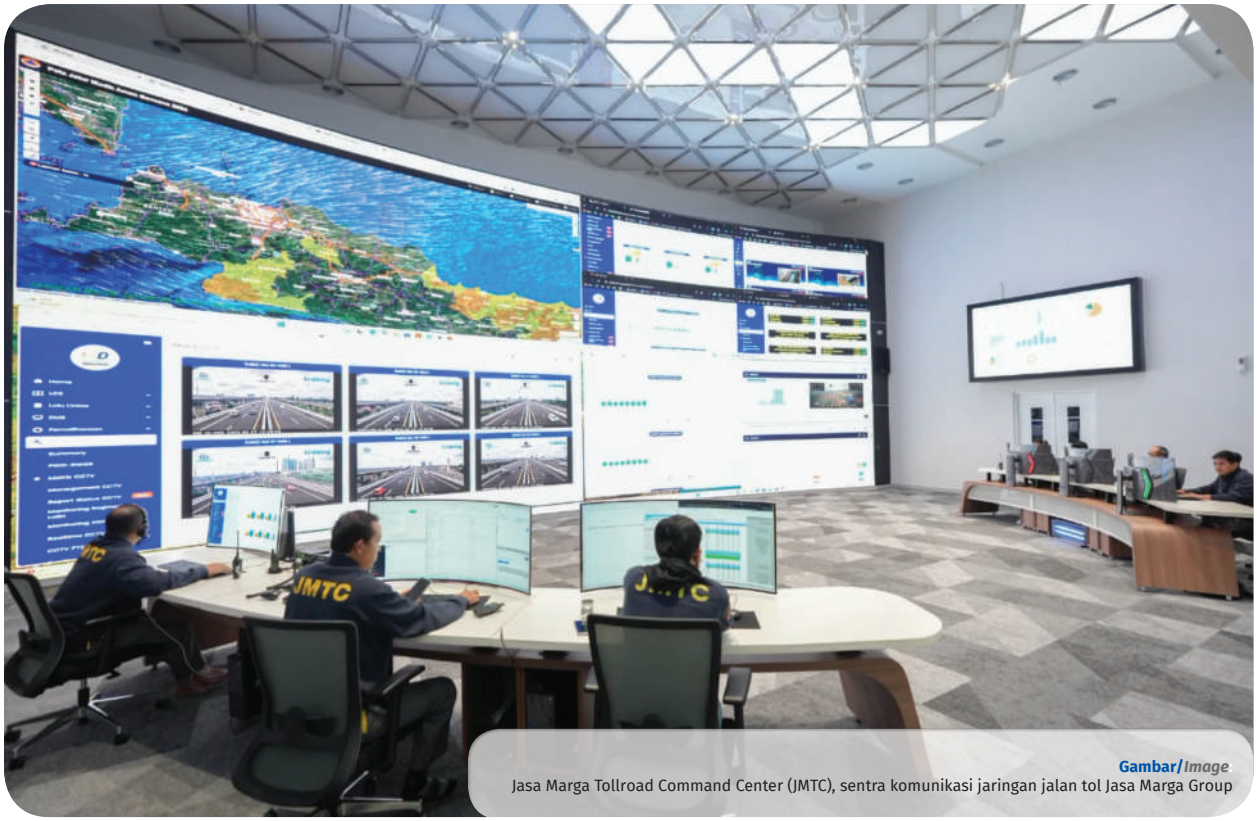
Tantangan lainnya adalah perlunya penguatan kapabilitas utama dalam proses bisnis Perseroan, khususnya dalam pengelolaan risiko ESG serta pengembangan inovasi produk dan layanan yang ramah lingkungan. Untuk menjawab tantangan tersebut, Perseroan terus memperkuat manajemen risiko ESG melalui identifikasi risiko dan peluang yang berkaitan dengan perubahan iklim. Selain itu, Perseroan secara berkelanjutan melakukan inovasi dan pengembangan produk serta layanan berbasis aplikasi yang ramah lingkungan dan dapat dimanfaatkan oleh seluruh pengguna jalan tol.

Another challenge was the need to strengthen core capabilities in the Company's business processes, particularly in ESG risk management and the development of environmentally friendly product and service innovation. To address this, the Company continuously strengthened ESG risk management through the identification of risks and opportunities related to climate change. In addition, the Company continuously developed and innovated application-based products and services that are environmentally friendly and accessible to all toll road users.



**Gambar/*Image***
Aplikasi Travoy dari Jasa Marga dengan segudang fitur andalan, seperti CCTV real-time, resi digital, dan informasi rute dan tarif tol






**Gambar/*Image***
Jasa Marga Tollroad Command Center (JMTC), sentra komunikasi jaringan jalan tol Jasa Marga Group

# 07

# Kinerja Keberlanjutan
## Sustainability Performance

## Aksi Nyata Lingkungan: Kelola Limbah, Jaga Air

Real Environmental Action: Manage Waste, Protect Water

Jasa Marga menunjukkan kinerja lingkungan yang terukur melalui penerapan sistem pengelolaan limbah dan air yang terintegrasi di wilayah operasional. Melalui program Waste Dropbox “Beraksi”, Perseroan mendorong pemilahan dan daur ulang limbah berbasis teknologi, sementara optimalisasi Waste Water Treatment di rest area memastikan air limbah diolah sesuai standar sebelum dikembalikan ke lingkungan. Pendekatan ini tidak hanya menekan dampak pencemaran, tetapi juga menjaga kualitas air tanah dan mendukung keberlanjutan ekosistem di sekitar jalan tol.

Jasa Marga demonstrated measurable environmental performance through the implementation of an integrated waste and water management system across its operational areas. Through the Waste Dropbox “Beraksi” program, the Company promoted technology-based waste segregation and recycling, while the optimization of Waste Water Treatment at rest areas ensured that wastewater was treated in accordance with applicable standards before being discharged back into the environment. This approach not only reduced pollution impacts but also maintained groundwater quality and supported the sustainability of ecosystems surrounding toll road areas.

# Kegiatan Membangun Budaya Keberlanjutan [OJK F.1]

## Activities to Build a Sustainable Culture

Dalam upaya mendukung pembangunan berkelanjutan, Perseroan berupaya menanamkan budaya keberlanjutan sebagai bagian dari penerapan prinsip-prinsip ESG. Implementasinya antara lain melalui penggunaan energi terbarukan, seperti pemasangan lampu penerangan jalan tol yang menggunakan panel surya, sehingga dapat mengurangi penggunaan energi fosil serta menurunkan biaya operasional. Dalam membangun budaya keberlanjutan, Perseroan juga turut melaksanakan *Townhall Meeting* hari Anti Korupsi Sedunia sebagai bentuk komitmen Perseroan untuk menolak berbagai bentuk tindakan korupsi, Hari Kartini sebagai bentuk dukungan Perseroan terhadap kesetaraan *gender*, dan Hari Pelanggan Nasional yang bertujuan untuk memperkuat komunikasi terhadap pelanggan Perseroan. Dalam aktivitas operasionalnya, Perseroan senantiasa melakukan efisiensi energi dengan menerapkan budaya pemadaman lampu selama jam istirahat dan standarisasi suhu AC 21 derajat, pembuatan ruang lembur yang terpusat sebagai upaya penghematan penggunaan lampu, serta pengelolaan limbah padat melalui budaya dan sirkular ekonomi.

In support of sustainable development, the Company sought to embed a sustainability culture as part of the implementation of ESG principles. This was implemented, among others, through the use of renewable energy, such as the installation of solar-powered highway lighting, which reduced fossil energy consumption and lowered operational costs. In building a sustainability culture, the Company also conducted Townhall Meetings for International Anti-Corruption Day as a manifestation of its commitment to rejecting all forms of corruption, Kartini Day as a form of support for gender equality, and National Customer Day aimed at strengthening communication with the Company's customers. In its operational activities, the Company consistently pursued energy efficiency by implementing a culture of turning off lights during break hours and standardizing air conditioning temperatures at 21 degrees Celsius, providing centralized overtime rooms as an effort to reduce lighting consumption, and managing solid waste through a circular economy approach.

Di sisi lain, Jasa Marga semakin menegaskan komitmen untuk mempertahankan posisi *sebagai market leader* jalan tol nasional melalui peluncuran budaya kerja yang dikenal dengan JSMR *MOVE (Modern, Optimistic, Valuable, Excellent).* JSMR MOVE hadir sebagai bentuk budaya kerja yang diwujudkan dalam bentuk karakteristik Roadster Jasa Marga yang relevan dengan arah strategis dan menjawab tantangan bisnis di masa depan. Dengan JSMR MOVE, Roadster Jasa Marga tidak hanya bekerja, namun juga bergerak dengan makna.

On the other hand, Jasa Marga further strengthened its commitment to maintaining its position as the national toll road market leader through the launch of a work culture known as JSMR MOVE (Modern, Optimistic, Valuable, Excellent). JSMR MOVE was introduced as a work culture reflected in the characteristics of Jasa Marga Roadsters, aligned with strategic direction and designed to address future business challenges. Through JSMR MOVE, Jasa Marga Roadsters not only worked, but also moved with purpose.

Inisiatif ini merupakan langkah strategis Perseroan untuk mentransformasi budaya kerja dan juga layanan dari pendekatan yang berfokus pada infrastruktur menjadi sebuah *infraculture* yaitu budaya yang memprioritaskan kepuasan pelanggan, peningkatan kapabilitas *Human Capital*, dan optimalisasi operasional sebagai prioritas utama.

This initiative represented the Company's strategic step to transform its work and service culture from an infrastructure-focused approach into an "infraculture," a culture that prioritizes customer satisfaction, enhancement of Human Capital capabilities, and operational excellence as key priorities.

Salah satu wujud nyata dari transformasi pelayanan tersebut adalah penguatan praktik Salam Roadster Melayani, yakni Salam, Senyum, Sapa yang diharapkan menjadi standar interaksi setiap titik layanan kepada pengguna jalan tol.

One tangible manifestation of this service transformation was the strengthening of the Salam Roadster Melayani practice, namely Salam, Senyum, Sapa (Greeting, Smile, and Courtesy), which was expected to become the standard interaction across all service points for toll road users.

Implementasi JSMR MOVE akan menitikberatkan pada pengembangan kompetensi Roadster melalui program pembelajaran terstruktur, peningkatan literasi digital, serta standarisasi praktik layanan di seluruh titik operasional. Langkah-langkah ini dirancang untuk mempercepat

The implementation of JSMR MOVE focused on the development of Roadster competencies through structured learning programs, enhancement of digital literacy, and standardization of service practices across all operational points. These measures were designed to accelerate

pengambilan keputusan, menyelaraskan perilaku organisasi dengan tujuan strategis, dan menciptakan pengalaman pelanggan yang konsisten serta bernilai tambah. Transformasi dari "*infra as a structure*" menjadi "*infra as a culture*" menjadi kerangka kerja yang mengarahkan investasi manusia dan proses sejalan dengan kapabilitas teknologi dan tata kelola yang modern.

JSMR MOVE hadir sebagai simbol komitmen perusahaan mendorong *mindset* baru di seluruh Roadster Jasa Marga Group dalam memperkuat *operational excellence*, menjaga relevansi Perseroan di tengah percepatan transformasi sektor transportasi, membangun infrastruktur jalan tol yang meningkatkan konektivitas negeri, dan menjaga kepercayaan publik sebagai wujud tanggung jawab perusahaan terhadap pembangunan nasional.

Sepanjang tahun 2025, Jasa Marga terus memperkuat agenda keberlanjutan melalui penguatan budaya, kepemimpinan, dan komunikasi internal sebagai fondasi pencapaian kinerja *Environmental*, *Social* & *Governance* (ESG) yang konsisten.

Komitmen ini diwujudkan melalui inisiatif yang mendorong keterlibatan karyawan, memperkuat tata kelola organisasi, serta memastikan AKHLAK yang merupakan tata nilai Jasa Marga terinternalisasi dalam perilaku dan proses kerja sehari-hari. Dalam konteks tersebut, Perseroan menempatkan penguatan ESG sebagai *enabler* penting bagi kualitas layanan publik, ketahanan organisasi, dan keberlanjutan jangka panjang. Tiga inisiatif berikut menjadi *highlight* utama yang merepresentasikan pendekatan tersebut:

decision-making, align organizational behavior with strategic objectives, and create a consistent and value-added customer experience. The transformation from "infra as a structure" to "infra as a culture" served as a framework guiding human capital investment and processes in alignment with modern technological capabilities and governance.

JSMR MOVE served as a symbol of the Company's commitment to driving a new mindset across all Roadsters within the Jasa Marga Group in strengthening operational excellence, maintaining the Company's relevance amid the accelerating transformation of the transportation sector, developing toll road infrastructure that enhances national connectivity, and safeguarding public trust as part of the Company's responsibility toward national development.

Throughout 2025, Jasa Marga continued to strengthen its sustainability agenda through the reinforcement of culture, leadership, and internal communication as the foundation for achieving consistent Environmental, Social & Governance (ESG) performance.

This commitment was realized through initiatives that promoted employee engagement, strengthened organizational governance, and ensured that AKHLAK, the Company's core values, were internalized in daily behavior and work processes. In this context, the Company positioned ESG reinforcement as an important enabler of public service quality, organizational resilience, and long-term sustainability. The following three initiatives represented the key highlights of this approach:

## *Town Hall Meeting*

Sebagai bagian dari penguatan agenda keberlanjutan Perseroan, *Town Hall Meeting* (THM) diselenggarakan sebagai forum yang mempertemukan *Leaders* dan Roadster Jasa Marga untuk berdiskusi, berbagi pengalaman, serta mendapatkan *insight* dari narasumber eksternal. THM berperan penting dalam memperkuat dimensi *Social*, terutama melalui pengembangan kepemimpinan yang inklusif, peningkatan kapasitas SDM, dan penguatan rasa kepemilikan karyawan terhadap nilai dan tujuan perusahaan. Di samping itu, THM juga memperkuat

As part of strengthening the Company's sustainability agenda, the Town Hall Meeting (THM) was conducted as a forum that brought together Leaders and Jasa Marga Roadsters to discuss, share experiences, and gain insights from external speakers. The THM played an important role in strengthening the Social dimension, particularly through the development of inclusive leadership, enhancement of human capital capabilities, and reinforcement of employees' sense of ownership toward the Company's values and objectives. In addition,

dimensi *Governance* melalui konsistensi penyelarasan arah organisasi, internalisasi nilai dan budaya kerja, serta pembentukan budaya kerja yang akuntabel dan berorientasi pada peningkatan kualitas pelayanan.

Sepanjang tahun 2025, THM telah dilaksanakan sebanyak 3 (tiga) *series*. 2 *series* THM menghadirkan narasumber eksternal yang inspiratif dalam berbagi wawasan dan pengalaman kepada Jasa Marga, di antaranya yaitu dalam rangka Hari Kartini dengan tema *"Kartini's Legacy: Langkah Perempuan sebagai Change Agents di Era Modern"* bersama Retno Marsudi, serta dalam rangka Hari Pelanggan Nasional dengan tema *"Leveraging Digital Innovation to Amplify Customer Experience"* bersama Didiek Hartantyo. Dua tema tersebut menegaskan komitmen Perseroan dalam mendorong kesetaraan dan pemberdayaan perempuan, serta penguatan orientasi layanan yang didukung inovasi digital. Sementara itu, 1 series THM lainnya, Perseroan meluncurkan JSMR MOVE sebagai JSMR MOVE sebagai budaya kerja yang diwujudkan dalam bentuk karakteristik Roadster Jasa Marga. Melalui THM, Perseroan memperkuat budaya keberlanjutan dan meningkatkan kualitas layanan publik, sekaligus membangun lingkungan kerja yang lebih adaptif dan harmonis.

the THM also strengthened the Governance dimension through the consistent alignment of organizational direction, internalization of values and work culture, and the establishment of an accountable work culture oriented toward service quality improvement.

Throughout 2025, the Town Hall Meeting (THM) was conducted in three (3) series. Two THM series featured inspiring external speakers who shared insights and experiences with Jasa Marga, including the Kartini Day commemoration with the theme "Kartini's Legacy: Women's Steps as Change Agents in the Modern Era" with Retno Marsudi, and the National Customer Day commemoration with the theme "Leveraging Digital Innovation to Amplify Customer Experience" with Didiek Hartantyo. These two themes reaffirmed the Company's commitment to promoting gender equality and women's empowerment, as well as strengthening service orientation supported by digital innovation. Meanwhile, in the third THM series, the Company launched JSMR MOVE as a work culture reflected in the characteristics of Jasa Marga Roadsters. Through THM, the Company strengthened its sustainability culture and enhanced public service quality, while also fostering a more adaptive and harmonious work environment.



## Jasa Marga Impactful AKHLAK Program (JM ImAP) Tahun 2025
## Jasa Marga Impactful AKHLAK Program (JM ImAP) 2025

Jasa Marga Impactful AKHLAK Program (JM ImAP) merupakan wadah yang rutin diselenggarakan oleh Perseroan untuk memastikan implementasi Tata Nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Kolaboratif) berlangsung secara konsisten, terukur, dan berdampak nyata di seluruh Jasa Marga Group. Dalam konteks *sustainability*, program ini memperkuat dimensi *Social* melalui peningkatan keterlibatan dan kolaborasi karyawan, sekaligus memperkuat dimensi *Governance* melalui evaluasi budaya yang lebih sistematis dan akuntabel.

Di tahun 2025, penambahan kategori *Obligatory Culture* juga memperkuat dimensi *Environmental* karena mendorong lahirnya inisiatif praktik keberlanjutan lingkungan sebagai budaya wajib yang terintegrasi dalam proses kerja, seperti pengelolaan sampah dan efisiensi energi. Dengan partisipasi 75 tim budaya dalam ImAP Tahun 2025 dan 15 tim khusus pada kategori *Obligatory Culture*, JM ImAP 2025 menunjukkan komitmen Perseroan dalam menjadikan budaya sebagai fondasi kerja yang akuntabel, inklusif, dan berorientasi dampak jangka panjang.

The Jasa Marga Impactful AKHLAK Program (JM ImAP) was a platform regularly conducted by the Company to ensure that the implementation of the AKHLAK Core Values (Trustworthy, Competent, Harmonious, Loyal, Collaborative) was carried out consistently, measurably, and with tangible impact across the Jasa Marga Group. In the context of sustainability, this program strengthened the Social dimension through increased employee engagement and collaboration, while also reinforcing the Governance dimension through more systematic and accountable culture evaluation.

In 2025, the introduction of the Obligatory Culture category further strengthened the Environmental dimension by encouraging the emergence of environmental sustainability practices as mandatory behaviors integrated into work processes, such as waste management and energy efficiency. With the participation of 75 culture teams in the 2025 ImAP and 15 dedicated teams under the Obligatory Culture category, JM ImAP 2025 demonstrated the Company's commitment to embedding culture as a foundation for accountable, inclusive, and long-term impact-oriented performance.

Berikut merupakan 3 (tiga) pemenang dari kategori *Obligatory Culture* JM ImAP Tahun 2025:

- **PT Jasamarga Pandaan Malang - Tim Si Jali,** menginisiasi program "Sinergi Kewilayahan dalam Pengelolaan Sampah" sebagai upaya pengelolaan sampah terpadu yang tidak hanya menata isu lingkungan di wilayah sekitar, tetapi juga mengubah sampah menjadi produk bernilai guna dan ekonomi. Program ini menonjol karena memperkuat kolaborasi sosial dengan melibatkan peran aktif masyarakat dan mitra lokal, termasuk Desa Banjararum, SMKN 6 Malang, dan komunitas Tempe Sabar (Tempat Pemilahan Sampah Barokah), sehingga menghadirkan dampak sosial di level kewilayahan.
- **Human Capital Development Group - Tim Kang Bakso,** dengan program "Bakso Urat", sebuah inisiatif sosial yang memanfaatkan barang layak pakai yang sudah tidak digunakan untuk kemudian disalurkan kepada masyarakat yang membutuhkan. Program ini memperlihatkan wujud budaya AKHLAK yang berdampak melalui kepedulian sosial yang terstruktur, sekaligus menguatkan prinsip keberlanjutan dengan mengadopsi pendekatan 3R (*Reduce, Reuse, Recycle*) sebagai bagian dari praktik yang lebih bertanggung jawab.
- **Jasa Marga Regional Metropolitan Tollroad - Tim Cilllitan,** mengembangkan program "Si Pitung (Selalu Siyap Pantau Intensitas Listrik Untuk Keberlanjutan Lingkungan)" yang berfokus pada pembentukan budaya hemat energi melalui pemantauan intensitas listrik. Inisiatif ini mendorong disiplin operasional yang lebih efisien, membantu menekan biaya, dan berkontribusi pada pengurangan jejak karbon, sehingga memperkuat praktik tata kelola internal yang selaras dengan agenda keberlanjutan Perusahaan.

Below are the three winners of the Obligatory Culture category in the JM ImAP 2025 Program:

- **PT Jasamarga Pandaan Malang – Team Si Jali,** initiated the program "Sinergi Kewilayahan dalam Pengelolaan Sampah" as an integrated waste management effort that not only addressed environmental issues in the surrounding area but also transformed waste into value-added and economically beneficial products. This program stood out for strengthening social collaboration by actively involving local communities and partners, including Banjararum Village, SMKN 6 Malang, and the Tempe Sabar (Tempat Pemilahan Sampah Barokah) community, thereby creating social impact at the regional level.
- **Human Capital Development Group – Team Kang Bakso,** implemented the "Bakso Urat" program, a social initiative that repurposed usable but no longer utilized items and distributed them to communities in need. This program demonstrated the AKHLAK culture in action through structured social care, while also reinforcing sustainability principles by adopting the 3R approach (Reduce, Reuse, Recycle) as part of more responsible practices.
- **Jasa Marga Regional Metropolitan Tollroad – Team Cilllitan,** developed the "Si Pitung (Selalu Siyap Pantau Intensitas Listrik Untuk Keberlanjutan Lingkungan)" program, which focused on building an energy-saving culture through electricity intensity monitoring. This initiative promoted more efficient operational discipline, helped reduce costs, and contributed to lowering the carbon footprint, thereby strengthening internal governance practices aligned with the Company's sustainability agenda.

Gambar/*Image*
Tingkatkan Efektivitas Implementasi Tata Nilai AKHLAK, Jasa Marga Selenggarakan Lomba Jasa Marga Impactuf AKHLAK Program (JM ImAP)

## BOD Message

Untuk memperkuat hubungan antara manajemen dengan karyawan, Perseroan secara berkala menyusun *Board of Directors* (BOD) *Message* untuk mengkomunikasikan dan memberikan pemahaman terkait visi, misi & isu strategis Perusahaan, memotivasi serta mendorong semangat kerja karyawan dalam membangun kepercayaan dan memperkuat budaya Perusahaan.

BOD *Message* menjadi salah satu bentuk komunikasi internal yang memperkuat transparansi, konsistensi arah, dan akuntabilitas kepemimpinan, sehingga mendukung pengambilan keputusan serta pelaksanaan strategi jangka panjang. BOD *Message* juga turut berkontribusi pada penguatan motivasi dan penciptaan iklim kerja yang lebih solid, kolaboratif dan adaptif. Sejumlah pesan kunci terkait dengan ESG Perseroan yang disampaikan oleh BOD *Message* di antaranya sebagai berikut:

To strengthen the relationship between management and employees, the Company periodically prepared Board of Directors (BOD) Messages to communicate and provide understanding of the Company's vision, mission, and strategic issues, as well as to motivate and encourage employees' work spirit in building trust and strengthening the corporate culture.

The BOD Message served as one form of internal communication that reinforced transparency, consistency of direction, and leadership accountability, thereby supporting decision-making and the implementation of long-term strategies. It also contributed to strengthening motivation and fostering a more solid, collaborative, and adaptive work environment. Several key ESG-related messages delivered through the BOD Message included the following:

| Tanggal<br>Date | *BOD Message* | Pesan Kunci<br>*Key Message* |
|---|---|---|
| 18 Februari 2025 | **CEO *Message***<br>"Jasa Marga Bertekad untuk Meningkatkan Inovasi Inklusif untuk Efisiensi, Profitabilitas, dan Keberlanjutan" | Mengakselerasi inovasi inklusif untuk mendorong efisiensi, profitabilitas, dan kinerja keberlanjutan Perusahaan. |
| February 18, 2025 | **CEO Message**<br>"Jasa Marga is Committed to Improving Performance and Encouraging Sustainable Growth" | Accelerating inclusive innovation to drive the Company's efficiency, profitability, and sustainability performance. |
| 1 Maret 2025 | **CEO *Message***<br>"Memperingati Hari Ulang Tahun (HUT) Ke-47 Jasa Marga" | Menegaskan bahwa peran Jasa Marga berkomitmen berkontribusi memberikan layanan prima yang berkesinambungan dan berdampak bagi bangsa. |
| March 01, 2025 | **CEO Message**<br>"Commemorating Jasa Marga's 47th Anniversary" | Reaffirming Jasa Marga's commitment to contributing by delivering excellent, sustainable, and impactful services for the nation. |
| 20 Maret 2025 | **COO *Message***<br>"Tetap Siaga dalam Mengantisipasi Lonjakan Lalu Lintas pada Idul Fitri 1446H" | Memastikan keandalan layanan operasional saat puncak arus untuk memberikan aspek aman, selamat dan keberlanjutan layanan. |
| March 20, 2025 | **CEO Message**<br>"Maintaining Alertness in Anticipating Traffic Surge during Eid al-Fitr 1446H" | Ensuring the reliability of operational services during peak traffic periods to deliver safety, security, and service sustainability. |
| 21 April 2025 | **CFRO *Message***<br>"Semangat Juang Kartini dalam Rangka Memperingati Hari Kartini Tahun 2025" | Mendorong budaya kerja yang inklusif, adil, dan harmonis sebagai fondasi keberlanjutan sosial di lingkungan kerja. |
| April 21, 2025 | **CFRO Message**<br>"The Fighting Spirit of Kartini in Commemoration of Kartini Day 2025" | Promoting an inclusive, fair, and harmonious work culture as the foundation of social sustainability in the workplace. |
| 20 Mei 2025 | **CEO *Message***<br>"Memperingati Hari Kebangkitan Nasional Ke-117" | Memberikan pemahaman dalam memberikan kontribusi nyata untuk memanfaatkan inovasi digital guna menghadapi tantangan kedepan. |
| May 20, 2025 | **CEO Message**<br>"Commemorating the 117th National Awakening Day" | Providing understanding on making tangible contributions through the utilization of digital innovation to address future challenges. |

| Tanggal<br>Date | *BOD Message* | Pesan Kunci<br>*Key Message* |
|---|---|---|
| 5 Juni 2025 | **CBDO *Message***<br>"Tetap Menjaga Kelestarian Alam dalam Rangka Memperingati Hari Lingkungan Hidup Sedunia Tahun 2025" | Menguatkan komitmen perlindungan lingkungan melalui efisiensi energi, pengurangan emisi, pelestarian lingkungan dan pengelolaan limbah yang baik. |
| June 05, 2025 | **CBDO Message**<br>"Continuing to Preserve the Environment in Commemoration of World Environment Day 2025" | Strengthening the commitment to environmental protection through energy efficiency, emission reduction, environmental conservation, and proper waste management. |
| 13 Juni 2025 | **CEO *Message***<br>"Jasa Marga Berkomitmen Meningkatkan Tata Kelola Terintegrasi untuk Mendorong Peningkatan Kinerja Berkelanjutan" | Memperkuat tata kelola terintegrasi, manajemen risiko, dan berintegritas sebagai mendorong kinerja berkelanjutan. |
| June 13, 2025 | **CEO Message**<br>"Jasa Marga was committed to strengthening integrated governance to drive sustainable performance improvement" | Strengthening integrated governance, risk management, and integrity to drive sustainable performance. |
| 17 Agustus 2025 | **CEO *Message***<br>"HUT ke-80 Kemerdekaan Republik Indonesia Tahun 2025" | Mendorong Perusahaan untuk tetap bergerak maju secara progresif dan berkelanjutan. |
| August 17, 2025 | **CEO Message**<br>"Commemorating the 80th Anniversary of the Independence of the Republic of Indonesia in 2025" | Encouraging the Company to continue moving forward in a progressive and sustainable manner. |
| 28 Oktober 2025 | **CEO *Message***<br>"Memperingati Hari Sumpah Pemuda Tahun 2025" | Menumbuhkan semangat dalam berkontribusi kepada Bangsa untuk tetap bersinergi dan berkolaborasi dengan melakukan inovasi. |
| October 28, 2025 | **CEO Message**<br>"Commemorating Youth Pledge Day 2025" | Fostering a spirit of contribution to the nation by continuously strengthening synergy and collaboration through innovation. |
| 20 November 2025 | **CEO *Message***<br>"Roadster Bergerak dengan Makna Sepenuh Hati" | Mengokohkan budaya kerja untuk menjawab tantangan bisnis, mendorong nilai keberlanjutan dan meningkatkan kepercayaan pelanggan. |
| November 20, 2025 | **CEO Message**<br>"Roadsters Move with Meaning and Wholehearted Commitment" | Strengthening the work culture to address business challenges, promote sustainability values, and enhance customer trust. |

Perseroan juga telah memiliki *Tagline* ESG yang mencerminkan komitmen keberlanjutan yang tertuang pada Keputusan Direksi No 195/KPTS/2024 tentang Pedoman Kebijakan Keberlanjutan.

The Company had also established an ESG tagline that reflected its sustainability commitment, as stipulated in Board of Directors Decree No. 195/KPTS/2024 concerning the Sustainability Policy Guidelines.

# Filosofi Tagline
Tagline Philosophy

**Daun melambangkan komitmen terhadap lingkungan hidup, menggambarkan upaya Jasa Marga dalam menjaga ekosistem dan menerapkan prinsip ramah lingkungan dalam pengelolaan jalan tol.**

The leaf symbolizes the commitment to environmental stewardship, reflecting Jasa Marga's efforts to preserve ecosystems and implement environmentally friendly principles in toll road management.

**Warna hijau gradasi menyimbolkan pertumbuhan, harapan, dan kesinambungan, menekankan bahwa perusahaan terus berkembang secara berkelanjutan.**

The green gradient color symbolizes growth, hope, and continuity, emphasizing that the Company continues to develop in a sustainable manner.

**Tipografi "JASAMARGA" yang kokoh dan modern mencerminkan inovasi dan kekuatan infrastruktur, yang tetap selaras dengan nilai keberlanjutan.**

The bold and modern typography "JASAMARGA" reflects innovation and infrastructure strength, while remaining aligned with sustainability values.



# Latar Belakang
Background

**Jasa Marga berkomitmen untuk mengintegrasikan praktik-praktik berkelanjutan dalam semua aspek operasional dan pengembangan Perusahaan, yang sejalan dengan prinsip-prinsip ESG**

Jasa Marga was committed to integrating sustainable practices across all aspects of its operations and corporate development, in alignment with Environmental, Social, and Governance (ESG) principles.

**Penerapan prinsip–prinsip ESG Perusahaan yang dilakukan, juga sejalan dan mendukung implementasi Tujuan Pembangunan Berkelanjutan/*Sustainable Development Goals* (SDG's)**

The implementation of the Company's ESG principles was also aligned with and supportive of the Sustainable Development Goals (SDGs).

# SustainableJASAMARGA

**Jasa Marga digambarkan sebagai perusahaan yang bukan hanya membangun jalan-jalan fisik, tetapi juga jalan menuju masa depan berkelanjutan**

Jasa Marga was portrayed as a company that not only builds physical roads, but also paves the way toward a sustainable future.

**Tagline #sustainablejasamarga memperkuat kampanye publik bahwa ini bukan sekadar program, tapi identitas dan arah baru perusahaan.**

Jasa Marga was portrayed as a company that not only builds physical roads, but also paves the way toward a sustainable future.

**Mengedepankan filosofi bahwa jalan tol bukan hanya jalur transportasi, tapi juga koridor ekologi dan sosial**

Emphasizing the philosophy that toll roads are not merely transportation corridors, but also ecological and social corridors.

## Komitmen Keberlanjutan
Sustainability Commitment

### ENVIRONMENTAL

Melindungi lingkungan melalui pengelolaan sumber daya alam yang bertanggungjawab dan pengurangan dampak lingkungan dalam operasional.

Protecting the environment through responsible management of natural resources and reducing environmental impacts in operations.

### SOCIAL

Mendorong kesejahteraan masyarakat dengan inisiatif sosial seperti pemberdayaan lokal, pendidikan, dan kesehatan.

Supporting community welfare through social initiatives such as local empowerment, education, and healthcare.

### GOVERNANCE

Memastikan tata kelola perusahaan yang transparan etis dan berkesinambungan dengan fokus pada integritas dan akuntabilitas.

Ensuring transparent, ethical, and sustainable corporate governance with a focus on integrity and accountability.

# E S G

# Kinerja Ekonomi
## Economic Performance

### Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi [OJK F.2, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET]

### Comparison of Targets and Performance in Production, Portfolio, Financing or Investment Targets, Revenue, Profit, and Loss [OJK F.2, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET]

**Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi Tahun 2023-2025**

Economic Performance: Comparison between Target and Performance for Production and Finance Between 2023-2025

| Uraian Description | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | **Target** (Dalam Miliar Rupiah) Target (in IDR billion) | **Realisasi** (Dalam Miliar Rupiah) Realization (in IDR billion) | **Pencapaian Realisasi terhadap Target** Realization Achievement Toward Target **(%)** | **Target** (Dalam Miliar Rupiah) Target (in IDR billion) | **Realisasi** (Dalam Miliar Rupiah) Realization (in IDR billion) | **Pencapaian Realisasi terhadap Target** Realization Achievement Toward Target **(%)** | **Target** (Dalam Miliar Rupiah) Target (in IDR billion) | **Realisasi** (Dalam Miliar Rupiah) Realization (in IDR billion) | **Pencapaian Realisasi terhadap Target** Realization Achievement Toward Target **(%)** |
| Pendapatan Revenue | **32.949** | **29.890** | **90,72** | 28.024 | 31.756* | 113,32* | 29.221 | 24.807* | 72,95 |
| Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk Profit for the Year Attributable to Owners of the Parent Entity | **3.525** | **3.660** | **103,81** | 2.778 | 4.533* | 163,17* | 1.506 | 6.793 | 451,06 |
| Investasi atau Belanja Modal Investment or Capital Expenditures | **18.599** | **13.582** | **73,02** | 16.375 | 17.617* | 107,58* | 22.468 | 12.128 | 53,98 |

Keterangan/Information:
*)Disajikan kembali/Re-presented

Fundamental bisnis yang kuat menjadi komitmen Perseroan dalam memberikan nilai tambah bagi pemegang saham, investor, serta seluruh pemangku kepentingan. Dalam pengoperasian jalan tol, Pada tahun 2025 Perseroan telah melakukan penyesuaian tarif pada beberapa ruas meliputi: Manado – Bitung, Bogor *Outer Ring Road*, Semarang ABC, Kunciran – Serpong, Pandaan – Malang, dan Gempol - Pasuruan. Pada tahun 2025, Perseroan merealisasikan pengelolaan jalan tol sepanjang 1.294 km atau 96,28% dari target yang telah ditetapkan untuk tahun 2025 yaitu 1.344 km. Sementara itu, Perseroan telah merealisasikan pengelolaan konsensi jalan tol sepanjang 1.736 km atau 100% dari target konsensi jalan tol yang ditetapkan. Pencapaian target konsesi jalan tol telah disampaikan pada tabel berikut.

A strong business foundation constituted the Company's commitment to delivering added value to shareholders, investors, and all stakeholders. In toll road operations, in 2025 the Company implemented tariff adjustments on several sections, including Manado–Bitung, Bogor Outer Ring Road, Semarang ABC, Kunciran–Serpong, Pandaan–Malang, and Gempol–Pasuruan. In 2025, the Company realized the operation of toll roads spanning 1,294 km, representing 96.28% of the established 2025 target of 1,344 km. Meanwhile, the Company realized toll road concession management of 1,736 km, or 100% of the established concession target. The achievement of toll road concession targets is presented in the following table.

### Perbandingan Target Konsesi Jalan Tol Tahun 2023-2025

Economic Performance: Comparison between Target and Performance for 2023-2025

| Uraian Description | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Target Target (km) | Realisasi Realization (km) | Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%) | Target Target (km) | Realisasi Realization (km) | Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%) | Target Target (km) | Realisasi Realization (km) | Pencapaian Realisasi terhadap Target Realization Achievement Toward Target (%) |
| Panjang Jalan Tol Beroperasi Length of Operating Toll Road | 1.344 | 1.294 | 96,27 | 1.317 | 1.286 | 97,65 | 1.264 | 1.264 | 100 |
| Hak Konsesi Jalan Tol Tol Consensus Right of Toll Road | 1.736 | 1.736 | 100 | 1.829 | 1.736 | 94,92 | 1.602 | 1.736 | 108,36 |

## Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan dengan Pembangunan Berkelanjutan [OJK F.3, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET]

Pelaksanaan proyek yang sejalan dengan keberlanjutan mengacu pada Peraturan OJK No. 60/POJK.04/2017 tentang Penerbitan dan Persyaratan Efek Bersifat Utang Berwawasan Lingkungan (Green Bond), di dalam POJK pada Pasal 4 menjelaskan 11 Kegiatan Usaha Berwawasan Lingkungan (KUBL), yang salah satunya terkait dengan pengembangan infrastruktur yang ramah lingkungan, seperti jalan tol dengan aspek keberlanjutan. Sejak tahun 2020, Jasa Marga telah berpartisipasi dalam pengembangan *Rating Tools Green Toll Road* Indonesia dengan berperan aktif untuk memberikan masukan kepada *Green Product Council* Indonesia (GPCI), organisasi nirlaba di bawah naungan *Global Ecolabel Network* (GEN), sebagai lembaga sertifikasi *Green Toll Road* Indonesia (GTRI). GTRI adalah sebuah inisiatif yang bertujuan untuk menilai dan mengembangkan jalan tol yang ramah lingkungan di Indonesia. *Addendum Rating Tool* terakhir dilakukan pada tahun 2024 dengan melakukan pengembangan terhadap Rating Tool GTRI Kategori *Existing* – Versi 1.2. Proses pengembangan ini melibatkan pemangku kepentingan lain dalam pembangunan jalan tol di Indonesia, seperti Badan Pengatur Jalan Tol, para Badan Usaha Jalan Tol, para kontraktor dan praktisi lingkungan serta disepakati bersama dalam suatu konsensus nasional. Sampai dengan akhir Desember 2025, Perseroan telah memiliki sertifikasi *Green Toll Road* Indonesia untuk 4 (empat) jalan tol yang dikelolanya, yaitu:

## Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects Aligned with Sustainable Finance [OJK F.3, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET]

The implementation of sustainability-aligned projects referred to Financial Services Authority (OJK) Regulation No. 60/POJK.04/2017 concerning the Issuance and Requirements of Environmentally Friendly Debt Securities (Green Bonds), in which Article 4 outlines 11 Green Eligible Business Activities (KUBL), including the development of environmentally friendly infrastructure such as sustainable toll roads. Since 2020, Jasa Marga had participated in the development of the Green Toll Road Indonesia (GTRI) Rating Tool by actively providing inputs to the Green Product Council Indonesia (GPCI), a non-profit organization under the Global Ecolabel Network (GEN), as the certification body for Green Toll Road Indonesia (GTRI), an initiative aimed at assessing and developing environmentally friendly toll roads in Indonesia, with the latest addendum conducted in 2024 through the development of the GTRI Rating Tool Category Existing – Version 1.2, involving stakeholders such as the Toll Road Regulatory Agency, Toll Road Business Entities, contractors, and environmental practitioners, and agreed upon through a national consensus, and as of the end of December 2025, the Company had obtained Green Toll Road Indonesia certification for 4 (four) toll roads under its management.

1. Jalan Tol Pandaan - Malang dengan level "***Gold***" yang dikelola oleh PT Jasamarga Pandaan Malang,
2. Jalan Tol Gempol - Pandaan dengan level "***Gold***" yang dikelola oleh PT Jasamarga Pandaan Tol,
3. Jalan Tol Bali Mandara dengan level "***Gold***" yang dikelola oleh PT Jasamarga Bali Tol, dan
4. Jalan Tol Kunciran - Serpong dengan level "***Gold***" yang dikelola oleh PT Marga Trans Nusantara.

Selain itu, dalam menjalankan kegiatan usahanya, Perseroan terus mendukung pencapaian Tujuan Pembangunan Berkelanjutan melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program TJSL ini diharapkan mampu memberikan kontribusi positif bagi peningkatan ekonomi masyarakat, salah satunya melalui Program Pendanaan Usaha Mikro dan Kecil (PUMK). Program tersebut dirancang untuk mendorong tumbuhnya Usaha Mikro dan Kecil (UMK) dengan menyediakan pendanaan sebagai modal awal bagi para pelaku UMK melalui kerja sama dengan lembaga penyalur pinjaman yang kredibel dan tepercaya.

Dana PUMK diberikan kepada UMK yang menjadi Mitra Binaan Jasa Marga maupun UMK yang memenuhi kriteria sesuai Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 30/KPTS/2023 tentang TJSL. Sepanjang tahun 2025, Perseroan berhasil mencapai target penyaluran dana PUMK dengan realisasi sebesar Rp3 miliar.

1. Jalan Tol Pandaan - Malang dengan level "Gold" yang dikelola oleh PT Jasamarga Pandaan Malang,
2. Jalan Tol Gempol - Pandaan dengan level "Gold" yang dikelola oleh PT Jasamarga Pandaan Tol,
3. Jalan Tol Bali Mandara dengan level "Gold" yang dikelola oleh PT Jasamarga Bali Tol, dan
4. Jalan Tol Kunciran - Serpong dengan level "Gold" yang dikelola oleh PT Marga Trans Nusantara.

Selain itu, dalam menjalankan kegiatan usahanya, Perseroan terus mendukung pencapaian Tujuan Pembangunan Berkelanjutan melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program TJSL ini diharapkan mampu memberikan kontribusi positif bagi peningkatan ekonomi masyarakat, salah satunya melalui Program Pendanaan Usaha Mikro dan Kecil (PUMK). Program tersebut dirancang untuk mendorong tumbuhnya Usaha Mikro dan Kecil (UMK) dengan menyediakan pendanaan sebagai modal awal bagi para pelaku UMK melalui kerja sama dengan lembaga penyalur pinjaman yang kredibel dan tepercaya.

Dana PUMK diberikan kepada UMK yang menjadi Mitra Binaan Jasa Marga maupun UMK yang memenuhi kriteria sesuai Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 30/KPTS/2023 tentang TJSL. Sepanjang tahun 2025, Perseroan berhasil mencapai target penyaluran dana PUMK dengan realisasi sebesar Rp3 miliar.



## Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Pembangunan Berkelanjutan Tahun 2023-2025

### Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects Aligned with Sustainable Finance

| **Uraian** Description | **Satuan** Unit | **2025** | | | **2024** | | | **2023** | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | **Target** Target **(km)** | **Realisasi** Realization **(km)** | **Pencapaian Realisasi terhadap Target** Achievement of Realization Toward Target **(%)** | **Target** Target **(km)** | **Realisasi** Realization **(km)** | **Pencapaian Realisasi terhadap Target** Achievement of Realization Toward Target **(%)** | **Target** Target **(km)** | **Realisasi** Realization **(km)** | **Pencapaian Realisasi terhadap Target** Achievement of Realization Toward Target **(%)** |
| Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Micro and Small Business Funding (PUMK) | Dalam Miliar rupiah In IDR billion | **3** | **3** | **100%** | 5 | 12 | 240% | 55 | 55 | 100% |

| Uraian Description | Satuan Unit | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | **Target** Target **(km)** | **Realisasi** Realization **(km)** | **Pencapaian Realisasi terhadap Target** Achievement of Realization Toward Target **(%)** | **Target** Target **(km)** | **Realisasi** Realization **(km)** | **Pencapaian Realisasi terhadap Target** Achievement of Realization Toward Target **(%)** | **Target** Target **(km)** | **Realisasi** Realization **(km)** | **Pencapaian Realisasi terhadap Target** Achievement of Realization Toward Target **(%)** |
| **Proyek yang Sejalan dengan Keberlanjutan / Projects in Line with Sustainability** | | | | | | | | | | |
| Jumlah Tol Bersertifikat *Green Toll Road* Indonesia Number of Green Toll Road Indonesia Certified Toll Roads (toll units) | Unit Tol Toll Units | **4** | **4** | **100%** | 3 | 3 | 100% | 3 | 3 | 100% |
| Penggunaan Daya pada Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) Power Usage at Public Electric Vehicle Charging Stations (SPKLU) (kWh) | kWh | **-*** | **1.341.053,35** | **-** | 605.208,61 | 582.370,55 | 96,23% | -* | 96.609 | - |
| Penggunaan Pembangkit Listrik Tenaga Surya (PLTS) Atap Use of Rooftop Solar Power Plants (PLTS) (toll road/rest area) | Ruas tol Toll road section | **-*** | **1** | **-** | -* | 1 | - | -* | 1 | - |
| | Kantor Pusat dan Regional Head Office and Regional Office | **-*** | **5** | **-** | -* | 7 | - | -* | 4 | - |

**Keterangan / Note:**
*) Target disesuaikan dengan kebutuhan Perseroan
Targets were adjusted in accordance with the Company's requirements.

## Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [GRI 201-1]

Nilai ekonomi langsung yang dihasilkan merupakan representasi dari keseluruhan pendapatan yang diperoleh Perseroan melalui aktivitas bisnis yang dijalankannya. Adapun nilai ekonomi yang didistribusikan merujuk pada berbagai pengeluaran yang dialokasikan sebagai bentuk kontribusi Perseroan dalam mendukung pertumbuhan ekonomi serta peningkatan kesejahteraan para pemangku kepentingan, antara lain melalui pembayaran gaji, pajak, dividen, kewajiban kepada pemasok, serta penyaluran dana kepada masyarakat sebagai bagian dari pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL). Pengungkapan atas distribusi nilai ekonomi tersebut menunjukkan sejauh mana organisasi menyalurkan modal yang dimilikinya kepada kelompok pemangku kepentingan utama, termasuk nilai ekonomi yang diterima oleh masyarakat dari keberadaan organisasi.

Informasi mengenai nilai ekonomi yang dihasilkan dan didistribusikan organisasi kepada pemangku kepentingannya dapat mengungkapkan indikasi dasar tentang cara organisasi menghasilkan imbal hasil dari kegiatan usahanya untuk para pemangku kepentingannya. Para pemangku kepentingan Jasa Marga yang memperoleh distribusi nilai ekonomi meliputi 6 (enam) kelompok, yaitu:

1. Pemasok, yang menerima pembayaran untuk pengadaan barang dan jasa; termasuk kreditur yang memberikan layanan pinjaman keuangan.
2. Karyawan, sebagai penerima gaji dan tunjangan.
3. Pemegang saham sebagai penerima dividen.
4. Pemerintah sebagai penerima pajak dan retribusi.
5. Masyarakat khususnya di sekitar lokasi operasi sebagai penerima manfaat tanggung jawab sosial perusahaan.
6. Pelanggan sebagai penerima manfaat produk dan layanan jasa pengelolaan tol Perseroan.

Nilai ekonomi langsung yang ditahan merupakan selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk mendukung kelangsungan dan pengembangan usaha Jasa Marga.

Nilai ekonomi yang dihasilkan dan didistribusikan Jasa Marga disajikan pada tabel di bawah ini.

## Direct Economic Value Generated and Distributed [GRI 201-1]

The direct economic value generated represents the total revenue earned by the Company through its business activities. The economic value distributed refers to various expenditures allocated as the Company's contribution in supporting economic growth and improving the welfare of stakeholders, including salary payments, taxes, dividends, obligations to suppliers, and the distribution of funds to communities as part of the implementation of Corporate Social and Environmental Responsibility (TJSL). The disclosure of such economic value distribution demonstrates the extent to which the organization channels its capital to key stakeholder groups, including the economic value received by society from the Company's operations.

Information on the economic value generated and distributed by the organization to its stakeholders provides a fundamental indication of how the organization delivers returns from its business activities to its stakeholders. Jasa Marga's stakeholders receiving economic value distribution include six (6) groups, namely:

1. Suppliers, who receive payments for goods and services procurement, including creditors providing financial loan services;
2. Employees, as recipients of salaries and benefits;
3. Shareholders, as recipients of dividends;
4. Government, as recipients of taxes and levies;
5. Communities, particularly those around operational areas, as beneficiaries of corporate social responsibility programs; and
6. Customers, as beneficiaries of the Company's toll road management products and services.

The retained direct economic value represents the difference between the economic value generated and the economic value distributed, which is used to support the continuity and development of Jasa Marga's business.

The economic value generated and distributed by Jasa Marga is presented in the table below.

## Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan
### Table of Economic Value Generated and Distributed

(Dalam Miliar Rupiah / in IDR Billion)

| Uraian<br>Description | 2025 | 2024* | 2023* |
|---|---|---|---|
| **Nilai Ekonomi yang Dihasilkan**<br>**Economic Value Generated** | | | |
| Pendapatan Tol<br>Toll Revenue | **18.153** | 17.222 | 13.948 |
| Pendapatan Usaha Lainnya<br>Other Business Revenue | **1.657** | 1.512 | 1.618 |
| Pendapatan Konstruksi<br>Construction Revenue | **10.079** | 13.022 | 5.573 |
| Penghasilan Keuangan<br>Financial Revenue | **297** | 268 | 256 |
| Penghasilan Lain-lain<br>Other Revenues | **251** | 261 | 150 |
| Keuntungan dari Pelaporan Investasi<br>Profit From Investment Report | **-** | - | - |
| Keuntungan dari Nilai Wajar Investasi Asosiasi<br>Gain on the fair value of the associate's investments | **-** | 186 | 4.017 |
| Kerugian dari Nilai Wajar Investasi Jangka Pendek<br>Losses from the fair value of short-term investments | **-** | (144) | (964) |
| Keuntungan dari pembelian dengan diskon<br>Gain on bargain purchase | **-** | 176 | 1.059 |
| Bagian atas laba neto entitas asosiasi dan ventura bersama<br>Share of net profits of associates and joint ventures | **311** | 282 | 200 |
| **Jumlah Nilai Ekonomi Dihasilkan**<br>**Total of Distributed economic** | **30.748** | **32.785** | **25.857** |
| **Nilai Ekonomi yang Didistribusikan**<br>**Distributed Economic Value** | | | |
| Beban tol dan usaha lainnya (termasuk pembayaran kepada pemasok<br>Toll and other operating expenses (including payments to suppliers) | **8.082** | 7.495 | 6.643 |
| Beban konstruksi (termasuk pembayaran kepada pemasok)<br>Construction expenses (including payments to suppliers) | **10.021** | 12.950 | 5.717 |
| Beban umum dan administrasi (termasuk gaji dan tunjangan bagi karyawan. serta biaya TJSL)<br>General and administrative expenses (including employee salaries and benefits, as well as TJSL expenses) | **2.482** | 2.334 | 2.008 |
| Biaya keuangan (pembayaran kepada kreditur)<br>Finance costs (payments to creditors) | **3.603** | 4.026 | 3.596 |
| Bagian atas rugi neto entitas asosiasi dan ventura bersama<br>Share of net losses of associates and joint ventures | **161** | 649 | - |
| Pembayaran dividen (kepada pemilik entitas induk dan kepentingan non pengendali)<br>Dividend payments (to owners of the parent entity and non-controlling interests) | **1.772** | 425 | 555 |
| Pembayaran kepada Pemerintah (pajak penghasilan dan pajak atas penghasilan keuangan)<br>Payments to the Government (income tax and tax on financial income) | **2.536** | 1.253 | 1.297 |
| **Jumlah Nilai Ekonomi Langsung Didistribusikan**<br>**Total Direct Economic Value Distributed** | **28.657** | **29.132** | **19.186** |
| **Nilai Ekonomi yang Ditahan**<br>**Retained Economic Value** | | | |
| Nilai Ekonomi Langsung yang Ditahan<br>Retained Direct Economic Value | **2.302** | 4.302 | 6.041 |

Keterangan/Information:
*)Disajikan kembali/Re-presented

## Kewajiban Program Pensiun Manfaat Pasti dan Program Pensiun Lainnya [GRI 201-3]

Untuk meningkatkan kesejahteraan karyawan setelah masa kerja berakhir, Jasa Marga menyediakan berbagai manfaat bagi karyawan yang memasuki usia pensiun. Program pascakerja tersebut terdiri atas dua jenis, yaitu program yang bersifat wajib (*mandatory*) dan program internal. Program pasca kerja yang diberikan kepada karyawan terbagi menjadi 2 (dua) yaitu yang bersifat *mandatory* dan internal. Program pensiun yang bersifat *mandatory* sesuai Undang-Undang Nomor 40 Tahun 2004 tentang Sistem Jaminan Sosial Nasional sebagaimana telah diubah dengan Undang-Undang Nomor 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan serta Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang, Peraturan Pemerintah Nomor 45 Tahun 2015 tentang Jaminan Pensiun dan Peraturan Pemerintah Nomor 46 Tahun 2015 tentang Penyelenggaraan Program Jaminan Hari Tua sebagaimana diubah dengan Peraturan Pemerintah Nomor 60 Tahun 2015 tentang Perubahan Atas Peraturan Pemerintah Nomor 46 Tahun 2015 tentang Penyelenggaraan Program Jaminan Hari Tua, yaitu Program Jaminan Hari Tua dan Jaminan Pensiun.

Sedangkan yang bersifat internal dari Perseroan terdiri dari Program Pensiun Manfaat Pasti (PPMP), Program Pensiun Iuran Pasti (PPIP), Program Purna Karya dan Jaminan Kesehatan dari Perseroan. Program Pensiun Manfaat Pasti (PPMP) diselenggarakan oleh Dana Pensiun Jasa Marga (DPJM) yang didirikan oleh Perseroan diikuti oleh karyawan yang mulai bekerja sebelum 1 Juli 2012, sementara PPIP diselenggarakan oleh Dana Pensiun Lembaga Keuangan (DPLK) Jiwasraya dan diikuti oleh karyawan yang mulai bekerja di Perseroan sejak tanggal 1 Juli 2012. Sementara itu, Program Purna Karya diberikan kepada karyawan dengan manfaat ketika berhenti pada usia pensiun normal akan mendapat 24 x PhDA (Penghasilan Dasar Asuransi), sedangkan karyawan yang berhenti sebelum usia pensiun normal akan mendapatkan manfaat proporsional sesuai peraturan Perseroan. Program Jaminan Kesehatan Pensiunan dan Keluarga diberikan dalam bentuk fasilitas kesehatan yang diberikan Perseroan berupa bantuan biaya untuk menjaga dan memelihara kesehatan pensiunan beserta keluarganya. Perubahan kebijakan mengenai program jaminan pensiun mengacu pada peraturan perundang-undangan yang berlaku.

## Obligations of Defined Benefit Pension Programs and Other Pension Programs [GRI 201-3]

To improve employee welfare after retirement, Jasa Marga provided various post-employment benefits for employees entering retirement age, consisting of mandatory and internal programs. The mandatory pension program was implemented in accordance with Law No. 40 of 2004 on the National Social Security System as amended by Law No. 4 of 2023 on the Development and Strengthening of the Financial Sector, Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation to become Law, Government Regulation No. 45 of 2015 on Pension Benefits, and Government Regulation No. 46 of 2015 on the Implementation of the Old-Age Security Program as amended by Government Regulation No. 60 of 2015, namely the Old-Age Security Program and the Pension Security Program.

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## Program Jaminan Pensiun
### Pension Guarantee Program

| Program Pensiun<br>Pension Program | Jenis Skema (Wajib/Sukarela)<br>Type of Scheme (Mandatory/Voluntary) | Ketentuan<br>Terms |
|---|---|---|
| Program Pensiun Manfaat Pasti (PPMP)<br>Defined Benefit Pension (PPMP) | Dana Pensiun Jasa Marga (DPJM)<br>Jasa Marga Pension Fund (DPJM) | Sesuai dengan Aturan Perseroan<br>According to the Company's regulations. |
| Program Pensiun Iuran Pasti (PPIP)<br>Fixed Contribution Pension Program (PPIP) | Dana Pensiun Lembaga Keuangan (DPLK) Jiwasraya<br>Jiwasraya Financial Institution Pension Fund (DPLK) | Premi Iuran dan Pengembangannya.<br>Premium contributions and their development. |
| Program Purna Karya<br>Purna Karya Program | Program Purna Karya<br>Purna Karya Program | • Mendapatkan manfaat pasti sebesar 24 kali Penghasilan Dasar Asuransi bagi karyawan Pensiun Normal, Meninggal dan Sakit/Cacat.<br>• Mendapatkan Manfaat pasti secara proporsional bagi karyawan yang mengundurkan diri/pensiun dipercepat.<br>• Received a fixed benefit of 24 times the Basic Insurance Income for Normal Retirement, Death, and Illness / Disability<br>• Received a proportional fixed benefit for employees who resign / retire early. |
| Program Jaminan Kesehatan Karyawan dan Keluarga<br>Employee and Family Health Insurance Program | Perseroan dan BPJS<br>The Company and BPJS | Mendapatkan Manfaat dari Perseroan sesuai aturan dalam SK Direksi No. 62/KPTS/2023 Tentang Jaminan Pemeliharaan Kesehatan Karyawan dan Keluarga Karyawan<br>Receiving Benefits from the Company in accordance with the regulations in the Decree of the Board of Directors No. 62/KPTS/2023 Concerning Health Care Guarantee for Employees and Employees' Families |
| Jaminan Hari Tua<br>Old Age Benefits | BPJS Ketenagakerjaan<br>BPJS Employment Social Security | Peraturan BPJS Ketenagakerjaan Nomor 3 Tahun 2020 tentang Mekanisme Penetepan dan Distribusi Hasil Pengembangan Dana Jaminan Sosial Hari Tua.<br>Regulation of BPJS Ketenagakerjaan Number 3 of 2020 concerning the Mechanism for Determining and Distributing Returns on the Old-Age Social Security Fund. |
| Jaminan Pensiun<br>Pension Benefits | BPJS Ketenagakerjaan<br>BPJS Employment Social Security | • Uang tunai dibayarkan sejak memasuki usia pensiun sesuai dengan peraturan perundang-undangan<br>• Uang tunai bulanan yang diberikan kepada peserta (yang memenuhi iuran minimum 15 tahun yang setara dengan 180 bulan) saat memasuki usia pensiun sampai dengan meninggal dunia.<br>• Cash paid since entering retirement age in accordance with statutory regulations<br>• Monthly cash given to participants (who meet the minimum contribution of 15 years which is equivalent to 180 months) when entering retirement age until death. |

## Tabel Jumlah Karyawan yang Diikutsertakan dalam Program Pensiun
### Table of Number of Employees Enrolled in the Pension Program

(dalam orang / in person)

| Program | 2025 | 2024 | 2023 |
|---|---|---|---|
| Program Pensiun Manfaat Pasti<br>Defined Benefit Pension Program | 1.306 | 1.435* | 1.565 |
| Program Pensiun Iuran Pasti<br>Fixed Contribution Pension Program (PPIP) | 455 | 418 | 386 |
| Program Purna Karya<br>Purna Karya Program | 1.761 | 1.854 | 1.951 |
| Program Jaminan Kesehatan Karyawan dan Keluarga<br>Healthcare Assurance Program for Employees and Family | 6.047 | 6.745 | 7.230* |
| Jaminan Hari Tua<br>Old Age Benefits | 1.761 | 1.854 | 1.951 |
| Jaminan Pensiun<br>Pension Benefits | 1.761 | 1.854 | 1.951 |

*) Disajikan kembali / Re-presented

## Tabel Kewajiban Program Pensiun Manfaat Pasti dan Program Pensiun Lainnya
Obligations of Defined Benefit Pension Program and Other Pension Programs

| Program | 2025 (dalam Jutaan Rupiah) (in IDR million) | 2024 (dalam Jutaan Rupiah) (in IDR million) | 2023 (dalam Jutaan Rupiah) (in IDR million) | Kenaikan (Penurunan) Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Program Pensiun Manfaat Pasti<br>Defined Benefit Pension Program | **16.873** | 17.539 | 18.503 | -3,80% |
| Program Pensiun Iuran Pasti<br>Fixed Contribution Pension Program (PPIP) | **3.269** | 2.877 | 2.618 | 13,63% |
| Program Purna Karya<br>Purna Karya Program | **21.821** | 21.586 | 21.630 | 1,09% |
| Program Jaminan Kesehatan Karyawan dan Keluarga<br>Healthcare Assurance Program for Employees and Family | **54.484** | 42.885 | 35.826 | 27,05% |
| Jaminan Hari Tua<br>Old Age Benefits | **27.547** | 27.413 | 27.235 | 0,49% |
| Jaminan Pensiun<br>Pension Benefits | **6.896** | 6.873 | 6.880 | 0,33% |
| **Total** | **130.890** | **119.173** | **112.692** | **5,75%** |



## Tabel Persentase Kontribusi dalam Program Pensiun
Table of Contribution for Pension Program

| Perihal Subject | 2025 (%) | 2024 (%) | 2023 (%) |
|---|---|---|---|
| Karyawan<br>Employee | **2** | 2 | 2 |
| Pemberi Kerja (Perseroan)<br>Employer (Company) | **4** | 4 | 4 |
| **Total** | **6** | **6** | **6** |

## Tingkat Partisipasi Karyawan dalam Program Pensiun Berdasarkan Skema
Employee Participation Rate in Pension Program by Scheme

| Program Pensiun Pension Program | Jenis Skema (Wajib/Sukarela) Type of Scheme (Mandatory/Voluntary) | Tingkat Partisipasi Kepesertaan Karyawan (%) Employee Participation Rate (%) |
|---|---|---|
| Program Pensiun Manfaat Pasti<br>Defined Benefit Pension Program | Wajib<br>Mandatory | 3 |
| Program Pensiun Lainnya<br>Other Pension Program | Wajib<br>Mandatory | 3 |

## Bantuan Finansial dari Pemerintah [GRI 201-4]

Selama tahun 2025, Perseroan tidak menerima bantuan finansial secara langsung dari Pemerintah Indonesia, khususnya dalam bentuk Penyertaan Modal Negara (PMN), bantuan subsidi berupa hibah investasi, hibah untuk penelitian dan pengembangan, dan jenis dana hibah lain yang relevan, penghargaan, maupun insentif finansial lainnya. Perseroan memiliki perjanjian pengelolaan aset negara pada beberapa ruas tol yang didapatkan melalui proses lelang, namun aset tersebut tidak diklaim oleh Perseroan. Dengan demikian, tidak terdapat bantuan atau hibah aset dari Pemerintah Indonesia kepada Perseroan.

## Government Financial Assistance [GRI 201-4]

Throughout 2025, the Company did not receive direct financial assistance from the Government of Indonesia, particularly in the form of: State Capital Injection (PMN), Subsidy assistance, including investment grants, Grants for research and development, Other relevant grant funds, Awards or other financial incentives. The Company has asset management agreements for certain toll road sections acquired through a bidding process. However, these assets are not claimed by the Company. Therefore, there was no financial assistance or asset grants provided by the Government of Indonesia to the Company.

## Keberadaan Pasar

Perseroan senantiasa berupaya untuk meningkatkan kontribusinya terhadap perekonomian masyarakat sekitar. Salah satu upaya Perseroan yaitu dengan memberikan upah kepada seluruh karyawan di atas Upah Minimum Regional (UMR) yang telah ditetapkan oleh Pemerintah Daerah di masing-masing wilayah operasional Perseroan. Dalam memberikan upah, Perseroan berkomitmen untuk memberikan upah yang kompetitif dan adil bagi seluruh karyawan tanpa memandang jenis kelamin di seluruh lokasi operasional.

Secara konsisten, Perseroan senantiasa melakukan evaluasi terhadap terhadap struktur gaji karyawan setiap tahunnya pada seluruh level tidak hanya karyawan *entry-level*. Hal ini dilakukan untuk memastikan bahwa upah yang diberikan sesuai dengan aturan internal Perusahaan dan eksternal yang berlaku. Struktur gaji karyawan Perseroan telah berada di atas Upah Minimum Regional sebagaimana yang ditetapkan dalam Keputusan Direksi nomor 130/KPTS/2022. Perseroan juga menjalin kerjasama dengan mitra kerja yang berkomitmen untuk memenuhi upah pekerja lain selain karyawan yang terlibat dalam kegiatan operasional sesuai dengan peraturan yang berlaku, termasuk upah minimum. Dengan demikian, Perseroan telah memastikan bahwa telah melakukan kerja sama dengan mitra kerja dan telah memenuhi upah minimum. Informasi terkait UMR yang diberikan telah disampaikan pada bagian Upah Minimum Regional pada Laporan Keberlanjutan ini.

Perseroan memberikan kesempatan yang setara bagi seluruh karyawan untuk mengembangkan karier hingga jenjang kepemimpinan, termasuk bagi karyawan yang berasal dari penduduk asli atau warga yang lahir di wilayah operasional. Seluruh (100%) manajemen senior Perseroan merupakan masyarakat lokal, yaitu individu yang berasal serta berdomisili di Indonesia.

## Market Existence

The Company consistently sought to enhance its contribution to the local economy. One of the initiatives undertaken was providing compensation to all employees above the Regional Minimum Wage (Upah Minimum Regional/UMR) as determined by local governments in each of the Company's operational areas. In determining remuneration, the Company was committed to providing competitive and fair wages for all employees regardless of gender across all operational locations.

The Company consistently conducted annual reviews of employee salary structures at all levels, not only for entry-level employees, to ensure that compensation aligned with both internal Company regulations and applicable external regulations. The Company's salary structure had been set above the Regional Minimum Wage as stipulated in Board of Directors Decree No. 130/KPTS/2022. The Company also collaborated with business partners who were committed to complying with wage regulations for workers other than employees involved in operational activities, including minimum wage requirements. Accordingly, the Company ensured that cooperation with business partners was conducted in compliance with applicable minimum wage provisions.

The Company provided equal opportunities for all employees to develop their careers up to leadership levels, including employees originating from indigenous communities or those born in the operational areas. All (100%) of the Company's senior management consisted of local personnel, namely individuals originating from and domiciled in Indonesia.

Seleksi manajemen senior dilakukan berdasarkan kompetensi dan potensi individu, tanpa mempertimbangkan asal-usul. Proses ini memungkinkan Perseroan memilih kandidat terbaik yang mampu memenuhi kebutuhan bisnis di setiap lokasi operasional. Manajemen senior terdiri dari individu yang menempati posisi tertinggi dalam struktur organisasi, bertanggung jawab atas perumusan strategi jangka panjang, pengambilan keputusan strategis, pengawasan operasional secara menyeluruh, serta memiliki kewenangan luas dalam menentukan arah dan tujuan organisasi.

The selection of senior management was conducted based on individual competence and potential, without consideration of origin. This process enabled the Company to select the best candidates capable of meeting business needs across each operational location. Senior management consisted of individuals occupying the highest positions in the organizational structure, responsible for long-term strategy formulation, strategic decision-making, comprehensive operational oversight, and holding broad authority in determining the organization's direction and objectives.

## Dampak Ekonomi Tidak Langsung

### Investasi Infrastruktur dan Dukungan Layanan

Perseroan telah merealisasikan berbagai investasi yang signifikan dalam pengembangan infrastruktur jalan tol di Indonesia, baik untuk memperluas jaringan jalan tol yang telah tersedia maupun untuk meningkatkan kualitas layanan kepada pengguna. Sejumlah proyek besar yang sedang maupun telah dilaksanakan antara lain sebagai berikut:

- **Pembangunan Ruas Jalan Tol Baru**:
  Perseroan mengembangkan jalan tol yang menghubungkan berbagai wilayah di Indonesia, termasuk ruas jalan tol yang menghubungkan Jakarta dengan Surabaya, serta jalan tol yang mengintegrasikan kawasan industri dengan pusat-pusat kegiatan ekonomi utama.
- **Pengembangan Infrastruktur Pendukung**:
  Selain pembangunan ruas jalan tol, Perseroan juga melakukan investasi pada pengembangan fasilitas pendukung, seperti rest area, penerapan sistem pembayaran elektronik (*e-toll*), serta sistem manajemen lalu lintas berbasis teknologi guna meningkatkan efisiensi operasional dan kenyamanan pengguna jalan tol.

Layanan yang didukung oleh pengembangan infrastruktur tersebut mencakup peningkatan konektivitas antarwilayah, pengurangan waktu tempuh perjalanan, serta peningkatan aksesibilitas bagi masyarakat dan pelaku ekonomi. Investasi dan pengembangan infrastruktur jalan tol yang dilakukan Perseroan memberikan dampak yang signifikan bagi masyarakat dan perekonomian lokal. Dampak tersebut dapat diklasifikasikan menjadi dampak positif dan dampak negatif sebagai berikut:

Dampak Positif:

1. **Peningkatan Ekonomi Lokal:**
   Keberadaan jalan tol mempermudah proses distribusi barang dan jasa, sehingga meningkatkan efisiensi ekonomi di wilayah yang dilalui. Hal ini turut memperluas akses pasar bagi pelaku usaha kecil dan menengah serta mendorong pertumbuhan ekonomi lokal.

## Indirect Economic Impact

### Infrastructure Investment and Service Support

The Company had realized various significant investments in the development of toll road infrastructure in Indonesia, both to expand the existing toll road network and to improve service quality for users. Several major projects that were ongoing or had been implemented included the following:

- **Construction of New Toll Road Sections:**
  The Company developed toll roads connecting various regions in Indonesia, including toll road segments linking Jakarta and Surabaya, as well as toll roads integrating industrial areas with key economic activity centers.

- **Development of Supporting Infrastructure:**
  In addition to toll road construction, the Company also invested in supporting facilities such as rest areas, the implementation of electronic toll payment systems (e-toll), and technology-based traffic management systems to improve operational efficiency and user convenience.

The services supported by these infrastructure developments included improved inter-regional connectivity, reduced travel time, and enhanced accessibility for communities and economic actors. The Company's investments and toll road infrastructure development had a significant impact on both society and the local economy. These impacts were classified into positive and negative impacts as follows:

Positive Impact:

1. **Local Economic Growth:**
   The presence of toll roads facilitated the distribution of goods and services, thereby improving economic efficiency in the regions traversed. This also expanded market access for small and medium enterprises and encouraged local economic growth.

2. **Penciptaan Lapangan Kerja:**
   Proyek pengembangan jalan tol menciptakan peluang kerja, baik secara langsung melalui kegiatan konstruksi dan operasional jalan tol, maupun secara tidak langsung pada sektor-sektor pendukung seperti transportasi, pariwisata, dan perdagangan.
3. **Peningkatan Kualitas Hidup:**
   Infrastruktur jalan tol berkontribusi dalam mengurangi tingkat kemacetan, meningkatkan mobilitas masyarakat, serta mempercepat akses ke berbagai fasilitas penting, seperti rumah sakit, sekolah, dan pusat perbelanjaan.

Dampak Negatif:

1. **Dampak Lingkungan:**
   Meskipun Perseroan berkomitmen untuk mengelola dampak lingkungan secara cermat, pembangunan jalan tol berpotensi menimbulkan deforestasi, perubahan pola aliran air, serta gangguan terhadap habitat alam yang sensitif.
2. **Dampak Sosial:**
   Pembangunan jalan tol juga dapat berdampak pada masyarakat yang bermukim di sepanjang ruas jalan tol, antara lain melalui relokasi penduduk dan perubahan pola kehidupan. Oleh karena itu, Perseroan berupaya meminimalkan dampak sosial melalui penerapan komunikasi yang efektif serta pelaksanaan program mitigasi yang sesuai.

Investasi dan layanan yang dilakukan oleh Perseroan sebagian besar bersifat komersial. Sebagai perusahaan yang terdaftar di Bursa Efek Indonesia dan berorientasi pada keberlanjutan finansial, semua proyek pengembangan infrastruktur jalan tol dirancang untuk memberikan keuntungan jangka panjang bagi perusahaan dan pemangku kepentingan.

## Dampak Ekonomi Tidak Langsung yang Signifikan

Perseroan turut memberikan kontribusi ekonomi yang berarti bagi masyarakat sekitar melalui peningkatan pendapatan yang dihasilkan dari berbagai program unggulan yang dijalankan. Untuk menilai besarnya manfaat sosial dan ekonomi dari aktivitas tersebut, Perseroan telah melakukan pengukuran *Social Return on Investment* (SROI), yaitu metodologi yang digunakan untuk mengevaluasi nilai dampak sosial dan ekonomi atas program-program sosial yang telah dilaksanakan. Adapun beberapa program yang telah diterapkan dan memberikan manfaat nyata bagi masyarakat adalah sebagai berikut.

2. **Job Creation:**
   Toll road development projects created employment opportunities, both directly through construction and toll road operations activities, and indirectly in supporting sectors such as transportation, tourism, and trade.
3. **Improved Quality of Life:**
   Toll road infrastructure contributed to reducing traffic congestion, improving community mobility, and accelerating access to various essential facilities such as hospitals, schools, and shopping centers.

Negative Impacts:

1. **Environmental Impact:**
   Although the Company was committed to carefully managing environmental impacts, toll road development had the potential to cause deforestation, changes in water flow patterns, and disturbances to sensitive natural habitats.
2. **Social Impact:**
   Toll road construction could also affect communities residing along toll road corridors, including population relocation and changes in livelihoods. Therefore, the Company sought to minimize social impacts through effective communication and the implementation of appropriate mitigation programs.

The Company's investments and services were predominantly commercial in nature. As a company listed on the Indonesia Stock Exchange and oriented toward financial sustainability, all toll road infrastructure development projects were designed to deliver long-term benefits for both the Company and its stakeholders.

## Significant Indirect Economic Impact

The Company also made a meaningful economic contribution to surrounding communities through increased income generated from various flagship programs implemented. To assess the magnitude of social and economic benefits from these activities, the Company conducted a Social Return on Investment (SROI) measurement, a methodology used to evaluate the social and economic impact value of implemented social programs. Several programs that had been implemented and delivered tangible benefits to the community were as follows.

## Tahun 2025
## 2025 Period

### *Waste Water Treatment and Traffic Park at Rest Area 519A* dan Taman Lalu Lintas Rest Area 519A

**SROI : 1,31**

**Pemangku Kepentingan yang Terdampak**

Jasa Marga, Pengunjung Rest Area, Jasa Marga Related Business

**Affected Stakeholders**

Jasa Marga, Rest Area Visitors, Jasa Marga-Related Businesses

**Signifikansi Dampak**

1. Menyediakan air olahan yang bersih dan aman
2. Memenuhi keperluan air bersih di rest area

**Significance of Impact**

1. Providing treated water that is clean and safe
2. Meeting clean water needs at rest areas

### Pelatihan Branding dan Literasi Keuangan UMKM
### Branding and Financial Literacy Training for MSMEs

**SROI : 2,77**

**Pemangku Kepentingan yang Terdampak**

Jasa Marga, 30 UMKM Binaan Jasa Marga

**Affected Stakeholders**

Jasa Marga, 30 Jasa Marga Fostered MSMEs

**Signifikansi Dampak**

1. Peningkatan pengetahuan *Financial Literacy*
2. Penghematan biaya Transportasi dan Akomodasi
3. Peningkatan pendapatan Komunitas TDA

**Significance of Impact**

1. Improved financial literacy knowledge
2. Reduced transportation and accommodation costs
3. Increased income for the TDA community

## Program Biopori: Desa Binaan (Desa Rancahilir & Desa Bongas)
Biopore Program: Fostered Villages (Rancahilir Village & Bongas Village)

**SROI : 4,73**

### Pemangku Kepentingan yang Terdampak

Jasa Marga, Masyarakat Desa Rancahilir dan Desa Bongas, Jasa Marga Akses Patimban

### Significance of Impact

Jasa Marga, Communities of Rancahilir Village and Bongas Village, Jasa Marga Patimban Access

### Signifikansi Dampak

1. Meningkatkan kesadaran dan partisipasi masyarakat dalam menjaga lingkungan
2. Membantu mengurangi potensi banjir dan meningkatkan kualitas tanah serta air

### Significance of Impact

1. Enhancing community awareness and participation in environmental conservation
2. Contributing to flood risk reduction and improving soil and water quality

## Program Modernisasi Pertanian
Agricultural Modernization Program

**SROI : 2,90**

### Pemangku Kepentingan yang Terdampak

Jasa Marga, 4 Kelompok Tani

### Affected Stakeholders

Jasa Marga, 4 Farmer Groups

### Signifikansi Dampak

1. Meningkatkan produksi dan produktivitas pertanian
2. Memberikan kemudahan untuk pemberian pupuk yang efektif dan efisien serta pemanfaatan kembali sampah sisa hasil panen menjadi pupuk organik

### Significance of Impact

1. Increasing agricultural production and productivity
2. Facilitating more effective and efficient fertilizer application, as well as the utilization of agricultural waste residues into organic fertilizer

## Tahun 2024
## 2024 Period

### *Digital Marketing*

**SROI : 2,03**

**Pemangku Kepentingan yang Terdampak**

Jasa Marga, UMKM Binaan Jasa Marga Wilayah Jabodetabek, Fasilitator (Komunitas Tangan di Atas)

**Affected Stakeholders**

Jasa Marga, Jasa Marga's Fostered MSMEs in the Greater Jakarta Area (Jabodetabek), Facilitators (Tangan Di Atas Community)

**Signifikansi Dampak**

1. Peningkatan pengetahuan peserta tentang *digital marketing*
2. Peningkatan keterampilan dan keahlian menggunakan media sosial dalam promosi produk
3. Peningkatan pendapatan bagi UMKM
4. Peningkatan *brand image* perusahaan

**Significance of Impact**

1. Increased participant knowledge about digital marketing
2. Enhanced skills and expertise in using social media for product promotion
3. Increased revenue for MSMEs (UMKM)
4. Improved corporate brand image

### Kampoeng UMKM Rest Area Travoy KM 88 B
Kampoeng UMKM at Travoy Rest Area KM 88 B

**SROI : 2,47**

**Pemangku Kepentingan yang Terdampak**

Jasa Marga, UMKM Mitra Binaan, Jasamarga Related Business

**Affected Stakeholders**

Jasa Marga, Fostered MSMEs, Jasa Marga-Related Businesses

**Signifikansi Dampak**

1. Peningkatan pendapatan usaha lokal
2. Peningkatan pendapatan kampoeng UMKM
3. Peningkatan daya tarik ekonomi daerah dan pariwisata
4. Peningkatan *brand image* perusahaan

**Significance of Impact**

1. Increase in local business revenue
2. Increase in Kampoeng UMKM revenue
3. Enhancement of regional economic attractiveness and tourism
4. Improvement of the company's brand image

## Jamedlink

**SROI : 3,64**

### Pemangku Kepentingan yang Terdampak

Jasa Marga, Warga Banyurejo, Warga Margomulyo, Warga Tirtoadi, Pemerintah Desa Banyurejo, Pemerintah Desa Margomulyo, Pemerintah Desa Tirtoadi, Puskesmas Banyurejo, Puskesmas Margomulyo, Puskesmas Tirtoadi.

### Significance of Impact

Jasa Marga, residents of Banyurejo, residents of Margomulyo, residents of Tirtoadi, Banyurejo Village Government, Margomulyo Village Government, Tirtoadi Village Government, Banyurejo Health Center, Margomulyo Health Center, Tirtoadi Health Center.

### Signifikansi Dampak

1. Peningkatan kesehatan masyarakat
2. Peningkatan kesadaran PHBS
3. Mencegah *cost overrun* (menjaga proyek jalan tol selesai tepat waktu)
4. Menjaga *brand image* perusahaan

### Significance of Impact

1. Improvement in public health
2. Increased awareness of Clean and Healthy Living Behavior (PHBS)
3. Prevention of cost overruns (ensuring timely completion of toll road projects)
4. Maintaining the company's brand image

## Sertifikasi Halal UMKM Rest Area Travoy KM 88 B
Halal Certification UMKM Rest Area Travoy KM 88 B

**SROI : 3,62**

### Pemangku Kepentingan yang Terdampak

Jasa Marga, UMKM Mitra Binaan, Lembaga Sertifikasi Halal

### Affected Stakeholders

Jasa Marga, Fostered MSME Partners, Halal Certification Institution

### Signifikansi Dampak

1. Peningkatan kepercayaan konsumen dari segi keamanan produk dan kehalalan bahan dan produksinya.
2. Peningkatan daya saing dan memperluas jangkauan pasar, baik domestik maupun internasional.
3. Peningkatan kualitas produk.

### Significance of Impact

1. Increased consumer trust in terms of product safety and the halal integrity of ingredients and production processes.
2. Enhanced competitiveness and expanded market reach, both domestically and internationally.
3. Improved product quality

## Tahun 2023
## 2023 Period

### Sosialisasi Bahaya Pembakaran Sisa Hasil Panen
Socialization on the Dangers of Burning Agricultural Residue

**SROI : 2,71**

**Pemangku Kepentingan yang Terdampak**

Jasa Marga, Kelompok Petani

**Affected Stakeholders**

Jasa Marga, Farmers Group

**Signifikansi Dampak**

Sosialisasi mengenai bahaya pembakaran sisa hasil panen sangat penting untuk meningkatkan kesadaran masyarakat akan dampaknya yang merugikan bagi kesehatan, lingkungan, dan ekonomi. Dengan memberikan pengetahuan yang tepat, masyarakat bisa mengadopsi solusi yang lebih ramah lingkungan dan berkelanjutan, yang tidak hanya bermanfaat untuk diri mereka sendiri tetapi juga untuk generasi mendatang.

**Significance of Impact**

Socialization on the dangers of burning agricultural residues is highly important to raise community awareness of its adverse impacts on health, the environment, and the economy. By providing accurate knowledge, the community can adopt more environmentally friendly and sustainable solutions, which not only benefit themselves but also future generations.

### *Safety Riding*

**SROI : 1,2**

**Pemangku Kepentingan yang Terdampak**

Jasa Marga, Pelajar SMA Wilayah Jakarta Timur dan Bekasi, Jasamarga Tollroad Operator

**Affected Stakeholders**

Jasa Marga, High School Students in East Jakarta and Bekasi Areas, Jasamarga Tollroad Operator

**Signifikansi Dampak**

Kampanye aman berkendara bagi pelajar SMA sangat penting untuk menciptakan generasi yang lebih sadar akan pentingnya keselamatan di jalan raya. Kampanye ini bertujuan untuk meningkatkan kesadaran pelajar tentang pentingnya keselamatan dalam berkendara dan mengurangi angka kecelakaan lalu lintas yang melibatkan pelajar. Dampak dari kampanye ini sangat luas, mulai dari peningkatan kesadaran akan risiko dan peraturan lalu lintas, pengurangan angka kecelakaan, hingga pembentukan karakter yang lebih bertanggung jawab.

**Significance of Impact**

Safe driving campaign for high school students is essential to build a generation that is more aware of the importance of road safety. This campaign aims to increase students' awareness of safe driving practices and reduce the number of traffic accidents involving students. The impact of this campaign is broad, ranging from improved awareness of traffic risks and regulations, a reduction in accident rates, to the development of more responsible character among students.

## Kampoeng UMKM Rest Area Travoy KM 88 B
Kampoeng UMKM at Travoy Rest Area KM 88 B

**SROI : 1,6**

### Pemangku Kepentingan yang Terdampak

Jasa Marga, UMKM Mitra Binaan, Jasamarga Related Business

### Affected Stakeholders

Jasa Marga, Fostered MSMEs, Jasa Marga-Related Businesses

### Signifikansi Dampak

Fasilitas Kampung UMKM memiliki dampak yang sangat signifikan dalam memperkuat ekonomi lokal, meningkatkan kesejahteraan masyarakat, dan memberdayakan komunitas. Selain itu, fasilitas ini juga membantu menciptakan lapangan kerja, mengurangi kemiskinan, meningkatkan akses pasar, serta memperkuat keberlanjutan ekonomi dan sosial. Oleh karena itu, pengembangan fasilitas UMKM merupakan salah satu kunci penting dalam menciptakan pembangunan yang inklusif dan berkelanjutan bagi masyarakat.

### Significance of Impact

The Kampoeng UMKM facility has a significant impact on strengthening the local economy, improving community welfare, and empowering local communities. In addition, this facility also helps create job opportunities, reduce poverty, improve market access, and strengthen economic and social sustainability. Therefore, the development of MSME facilities is a key element in fostering inclusive and sustainable development for the community.

## Desa Agrowisata Wijimulyo
Wijimulyo Agrotourism Village

**SROI : 1,4**

### Pemangku Kepentingan yang Terdampak

Jasa Marga, Petani Desa Wijimulyo, Pemerintah Provinsi DI

### Affected Stakeholders

Jasa Marga, Farmers of Wijimulyo Village, Special Region of Yogyakarta Provincial Government

### Signifikansi Dampak

Pembuatan desa agrowisata memberikan dampak positif yang besar bagi masyarakat, termasuk peningkatan ekonomi, pemberdayaan sosial, pelestarian budaya dan lingkungan, serta peningkatan kualitas hidup. Namun, agar dampaknya maksimal, perlu dilakukan pengelolaan yang bijak dan berkelanjutan untuk menghindari ketergantungan pada sektor wisata dan menjaga keseimbangan antara perkembangan ekonomi dan pelestarian budaya serta alam.

### Significance of Impact

The development of an agrotourism village brings significant positive impacts to the community, including economic improvement, social empowerment, cultural and environmental preservation, and enhanced quality of life. However, to maximize its benefits, prudent and sustainable management is required to avoid over-reliance on the tourism sector and to maintain a balance between economic development and the preservation of culture and nature.

## Praktik Pengadaan Barang dan Jasa

Perseroan melaksanakan pengadaan barang dan jasa berdasarkan prinsip-prinsip kompetitif, transparan, adil, wajar dan akuntabel. Perseroan telah menerapkan kebijakan pengadaan barang dan jasa yang tertuang dalam Keputusan Direksi Nomor: 110/KPTS/2023 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk yang mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Kebijakan ini mengatur proses Pengadaan Barang dan Jasa mulai dari Tahap Perencanaan, Pemilihan Penyedia, Pelaksanaan Kontrak sampai dengan Serah Terima Pekerjaan sesuai dengan tugas dan kewenangan Para Pihak dalam proses Pengadaan Barang dan Jasa. Pelaksanaan teknis Pengadaan Barang dan Jasa di lingkungan Perseroan juga berpedoman pada Keputusan *Procurement and Fixed Asset Group Head* Nomor: 06/AF-KPTS/2026 Tentang Perubahan Atas Keputusan *Procurement and Fixed Asset Group Head* Nomor: 79/KPTS-GH/2022 Tentang Pedoman Teknis Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk. Pelaksanaan proses pengadaan barang dan jasa di bawah tanggung jawab Unit Kerja *Procurement* dan *Fixed Assets* yang berada di bawah supervisi Direktur Utama.

Dalam kebijakan pengadaan barang dan jasa, Perseroan berkomitmen mengutamakan dan meningkatkan penggunaan produk dalam negeri. Perseroan telah membentuk Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) yang telah tercantum Surat Keputusan Direksi Nomor: 147/ KPTS/2023 tentang Pembentukan Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) Di Lingkungan Jasa Marga *Group*. Perseroan juga telah menyusun *roadmap* penggunaan produk dalam negeri yang telah tercantum dalam Keputusan Direksi Nomor: 71/KPTS/2022 tentang *Roadmap* Penggunaan Produk Dalam Negeri dan Tingkat Komponen Dalam Negeri (TKDN) Di Lingkungan PT Jasa Marga (Persero) Tbk.

Perseroan terus berupaya memperkuat kemitraan dengan pemasok lokal, yaitu penyedia barang dan jasa yang berdomisili di wilayah Republik Indonesia. Kolaborasi ini menjadi salah satu bentuk kontribusi Perseroan dalam mendorong pertumbuhan ekonomi masyarakat sekitar.

Pelaksanaan pengadaan di lingkungan Perseroan dilakukan melalui sistem *e-procurement*. Berdasarkan Pedoman Pelaksanaan Pengadaan Barang dan Jasa, setiap pemasok wajib terdaftar dan memenuhi persyaratan sebagai rekanan dalam Daftar Rekanan Jasa Marga (DRJM) serta memiliki status active. Untuk memastikan mutu kinerja pemasok, Jasa Marga melakukan pengawasan dan evaluasi terhadap pelaksanaan kontrak barang dan jasa. Hasil evaluasi tersebut digunakan sebagai bahan masukan dan perbaikan dalam

## Procurement of Goods and Services

The Company carried out goods and services procurement based on the principles of competitiveness, transparency, fairness, reasonableness, and accountability. The Company had implemented procurement policies as stipulated in Board of Directors Decree No. 110/KPTS/2023 concerning the Guidelines for the Implementation of Goods and Services Procurement within PT Jasa Marga (Persero) Tbk, which referred to the Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises. This policy regulated the procurement process from the planning stage, supplier selection, contract execution, to handover of work, in accordance with the duties and authorities of the relevant parties in the procurement process. The technical implementation of goods and services procurement within the Company was also guided by Procurement and Fixed Asset Group Head Decree No. 06/AF-KPTS/2026 concerning Amendments to Procurement and Fixed Asset Group Head Decree No. 79/KPTSGH/2022 on Technical Guidelines for the Implementation of Goods and Services Procurement within PT Jasa Marga (Persero) Tbk. The procurement process was under the responsibility of the Procurement and Fixed Assets Work Unit, which is supervised by the President Director.

In its procurement policy, the Company was committed to prioritizing and increasing the use of domestic products. The Company had established a Domestic Product Utilization Improvement Team (P3DN), as stated in Board of Directors Decree No. 147/KPTS/2023 concerning the Establishment of the P3DN Team within the Jasa Marga Group. The Company had also developed a roadmap for the use of domestic products, as stipulated in Board of Directors Decree No. 71/KPTS/2022 concerning the Roadmap for Domestic Product Utilization and Domestic Component Level (TKDN) within PT Jasa Marga (Persero) Tbk.

The Company continued to strengthen partnerships with local suppliers, namely providers of goods and services domiciled within the territory of the Republic of Indonesia. This collaboration served as one of the Company's contributions to driving economic growth in surrounding communities.

The procurement process within the Company was conducted through an e-procurement system. Based on the Procurement Implementation Guidelines, all suppliers were required to be registered and meet the requirements as partners in the Jasa Marga Vendor List (Daftar Rekanan Jasa Marga/DRJM) and maintain active status. To ensure supplier performance quality, Jasa Marga carried out monitoring and evaluation of goods and services contract implementation. The evaluation results were used as input and improvements for subsequent

proses pemilihan pemasok selanjutnya. Selain itu, proses pemilihan pemasok juga mempertimbangkan aspek sosial dan lingkungan sesuai ketentuan peraturan perundang-undangan yang berlaku.

supplier selection processes. In addition, the supplier selection process also considered social and environmental aspects in accordance with applicable laws and regulations.

Pada tahun 2025, Perseroan telah menjalin kerja sama dengan 431 pemasok yang seluruhnya berasal dari pemasok lokal dengan nilai kontrak pekerjaan Rp304.620 juta. Jumlah pemasok lokal dan nilai kontrak pekerjaan 100% merupakan pemasok lokal. Lokasi operasi yang signifikan pada praktik pengadaan didefinisikan sebagai lokasi operasional di kantor pusat dan regional division.

In 2025, the Company had established cooperation with 431 suppliers, all of which were local suppliers, with a contract value of IDR 304,620 million. The number of local suppliers and the contract value were 100% sourced from local suppliers. Significant operational locations in procurement practices were defined as operational areas at the head office and regional divisions.

## Pemasok Barang
Suppliers

| Keterangan Description | Jumlah Pemasok Total of Suppliers | | | Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Nasional (Lokal) National (Local) | 166 | 162 | 37 | 18.667 | 20.675 | 22.209 |
| Internasional International | - | - | - | - | - | - |
| **Total** | **166** | **162** | **37** | **18.667** | **20.675** | **22.209** |

## Pemasok Jasa
Services Suppliers

| Keterangan Description | Jumlah Pemasok Total of Suppliers | | | Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Nasional (Lokal) National (Local) | 36 | 34 | 82 | 61.424 | 58.303 | 92.879 |
| Internasional International | - | - | - | - | - | - |
| **Total** | **36** | **34** | **82** | **61.424** | **58.303** | **92.879** |

## Pemasok Barang dan Jasa
Good and Service Suppliers

| Keterangan Description | Jumlah Pemasok Total of Suppliers | | | Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in IDR billion) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Nasional (Lokal) National (Local) | 229 | 238 | 23 | 224.528 | 224.528 | 94.055 |

| Keterangan<br>Description | Jumlah Pemasok<br>Total of Suppliers | | | Nilai Kontrak Pekerjaan<br>(dalam Jutaan Rupiah)<br>Contract Value<br>(in IDR billion) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Internasional<br>International | - | - | - | - | - | - |
| **Total** | **229** | **238** | **23** | **224.528** | **224.528** | **94.055** |

### Total Pemasok
### Total of Suppliers

| Keterangan<br>Description | Jumlah Pemasok<br>Total of Suppliers | | | Nilai Kontrak Pekerjaan<br>(dalam Jutaan Rupiah)<br>Contract Value<br>(in IDR billion) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Nasional (Lokal)<br>National (Local) | 431 | 438 | 142 | 304.620 | 241.524 | 209.243 |
| Internasional<br>International | - | - | - | - | | - |
| **Total** | **431** | **438** | **142** | **304.620** | **241.524** | **209.243** |



## Anti Korupsi

### Operasi-Operasi yang Dinilai Memiliki Risiko Terkait Korupsi [GRI 205-1]

Perseroan telah melakukan Penilaian Risiko Penyuapan (*Bribery Risk Assessment*/BRA) secara berkala pada setiap unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office* dengan mengacu pada Keputusan Bersama Dewan Komisaris dan Direksi Nomor: KEP-153/IX/2025 dan 134/KPTS/2025 tentang Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk serta Keputusan Direksi Nomor: 164/KPTS/2025 tentang Manual Sistem Manajemen Anti Penyuapan PT Jasa Marga (Persero) Tbk.

Menindaklanjuti Pedoman *Anti Fraud*, sejak tahun 2025 Perseroan melaksanakan Penilaian Risiko *Fraud* (*Fraud Risk Assessment*/FRA) yang terintegrasi dengan BRA, pada setiap unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office*. Hasil kinerja FRA pada unit kerja di lingkungan Kantor Pusat, Regional, dan *Representative Office* sampai dengan akhir semester dua tahun 2025 adalah sebagaimana tabel berikut:

## Anti Corruption

### Operations Assessed to Have Corruption-Related Risks [GRI 205-1]

The Company had conducted Bribery Risk Assessment (BRA) periodically in each work unit within the Head Office, Regional offices, and Representative Offices, referring to Joint Decree of the Board of Commissioners and Board of Directors No. KEP-153/IX/2025 and 134/KPTS/2025 concerning the Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk, as well as Board of Directors Decree No. 164/KPTS/2025 concerning the Anti-Bribery Management System Manual of PT Jasa Marga (Persero) Tbk.

Following the Anti-Fraud Guidelines, since 2025 the Company had implemented Fraud Risk Assessment (FRA) integrated with BRA in each work unit within the Head Office, Regional offices, and Representative Offices. The FRA performance results for work units within the Head Office, Regional offices, and Representative Offices up to the end of the second semester of 2025 are presented in the following table:

### Tabel Hasil *Fraud Risk Assessment* Tahun 2025
Table of Bribery Risk Assessment Results 2025

| Uraian<br>Description | Jumlah<br>Total |
|---|---|
| Total Lokasi Operasi/Kegiatan<br>Total operating location / activities | 35 Lokasi Operasi yang meliputi 17 Unit Kerja Kantor Pusat, 2 (dua) Regional (10 Departemen) dan 4 (empat) *Representative Office* (8 Departemen).<br>35 operational locations, comprising 17 Head Office Work Units, 2 Regions (10 Departments), and 4 Representative Offices (8 Departments). |
| Lokasi Operasi/Kegiatan Berisiko terkait Korupsi<br>Operating Locations/Activities at Risk of Corruption | Unit Kerja di Lingkungan Kantor Pusat Jasa Marga, Regional dan *Representative Office*<br>Work Units within Jasa Marga Headquarters, Regional Offices, and Representative Offices |
| Persentase Lokasi Operasi Berisiko terkait Korupsi<br>Percentage of Operational Locations at Risk of Corruption | 82% berdasarkan Penilaian Risiko Fraud Unit Kerja dengan Tingkat Risiko di atas batas rendah. Namun demikian, Perseroan telah melakukan kontrol eksisting dan rencana mitigasi dengan harapan risiko tersebut menjadi di bawah batas rendah, risiko tidak terjadi atau dapat meminimalisir risiko terjadi.<br>82% based on the Fraud Risk Assessment of Work Units with risk levels above the low threshold; however, the Company has implemented existing controls and mitigation plans with the expectation that such risks will be reduced below the low threshold, prevented from occurring, or minimized. |

## Komunikasi dan Pelatihan Tentang Kebijakan dan Prosedur Anti-Korupsi [GRI 205-2]

Jasa Marga memiliki komitmen untuk mencegah segala bentuk praktik korupsi, sebagaimana telah ditetapkan dalam Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 248/KPTS/2024 mengenai Pedoman Strategi *Anti-Fraud* PT Jasa Marga (Persero) Tbk. Implementasi pedoman tersebut dilaksanakan sebagai bagian dari upaya pencegahan sekaligus perbaikan yang dilakukan secara berkesinambungan terhadap sistem pengendalian internal perusahaan. Sebagai salah satu langkah konkret dalam mencegah terjadinya praktik korupsi dalam seluruh kegiatan operasional dan aktivitas bisnisnya, Perseroan telah menyelenggarakan kegiatan sosialisasi serta pelatihan anti korupsi yang ditujukan kepada Dewan Komisaris, Direksi, karyawan, serta mitra bisnis.

## Communication and Training on Anti-Corruption Policies and Procedures [GRI 205-2]

Jasa Marga had a commitment to prevent all forms of corruption practices, as stipulated in Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 248/KPTS/2024 concerning the Anti-Fraud Strategy Guidelines of PT Jasa Marga (Persero) Tbk. The implementation of these guidelines was carried out as part of continuous prevention and improvement efforts within the Company's internal control system. As one of the concrete measures to prevent corruption practices in all operational activities and business processes, the Company had conducted anti-corruption socialization and training programs for the Board of Commissioners, Board of Directors, employees, and business partners.



### Tabel Jumlah Badan Tata Kelola Tertinggi yang telah mengikuti sosialisasi dan pelatihan tentang Kebijakan dan Prosedur Anti-Korupsi
Table of the Number of Highest Governance Bodies that Have Participated in Socialization and Training on Anti-Corruption Policies and Procedures

| Uraian<br>Description | Jumlah Keanggotaan<br>Total of Membership | Penerima Sosialisasi SMAP<br>SMAP Socialization Audience | Persentase Pemenuhan<br>Fulfillment Percentage |
|---|---|---|---|
| **Dewan Komisaris**<br>**Board of Commissioners** | 6 | 0 | 0% |
| **Direksi**<br>**Directors** | 7 | 0 | 0% |
| **BOD-1** | 97 | 97 | 100% |

## Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Karyawan Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Socialization for Employees Based on Work Regions

| Uraian<br>Description | Jumlah Karyawan<br>Total of Employees | Penerima Sosialisasi SMAP<br>SMAP Socialization Audience | Presentase Pemenuhan Sosialisasi<br>Fulfillment Percentage |
|---|---|---|---|
| **Kantor Pusat**<br>**Headquarters Office** | 476 | 64 | 13% |
| **Kantor Regional & *Representative Office***<br>**Regional Office & Representative Office** | 150 | 13 | 9% |

## Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Mitra Kerja Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Socialization for Business Partners Based on Work Regions

| Uraian<br>Description | Jumlah Pemasok<br>Total of Suppliers | Penerima Sosialisasi SMAP<br>SMAP Socialization Audience | Persentase Pemenuhan<br>Fulfillment Percentage |
|---|---|---|---|
| **Pemasok Barang**<br>**Goods Suppliers** | 24 | 24 | 100% |
| **Pemasok Jasa**<br>**Services Suppliers** | 103 | 103 | 100% |
| **Pemasok Barang & Jasa**<br>**Goods and Services Suppliers** | 26 | 26 | 100% |

| Level Jabatan<br>Position Level | Sosialisasi SMAP Kantor Pusat<br>Socialization of the Anti-Bribery Management System (SMAP) at the Head Office | Sosialisasi SMAP Regional<br>Socialization of the Anti-Bribery Management System (SMAP) at Regional Offices |
|---|---|---|
| **Manajemen Puncak**<br>**Top Management** | 3 | 0 |
| **Manajemen Madya**<br>**Top Management** | 10 | 3 |
| **Manajemen Dasar**<br>**Basic Management** | 10 | 4 |
| **Pelaksana**<br>**Executor** | 41 | 6 |
| **Calon Karyawan/*Trainee***<br>**Trainee** | 0 | 0 |

## Peserta Pelatihan Anti Korupsi
Anti-Corruption Training Participants

| Kategori Karyawan<br>Employee Category | Jumlah<br>Total | Presentase<br>Percentage |
|---|---|---|
| **Kantor Pusat**<br>**Headquarters Office** | 166 | 35% |
| **Kantor Regional & *Representative Office***<br>**Regional Office & Representative Office** | 31 | 21% |
| **Total** | **197** | **56%** |

| Level Jabatan<br>Position Level | Pelatihan Kantor Pusat<br>Head Office Training | Pelatihan Regional<br>Regional Training |
|---|---|---|
| **Manajemen Puncak**<br>**Top Management** | 27 | 1 |
| **Manajemen Madya**<br>**Middle Management** | 47 | 10 |
| **Manajemen Dasar**<br>**Basic Management** | 22 | 3 |
| **Pelaksana**<br>**Executor** | 55 | 17 |
| **Calon Karyawan/*Trainee***<br>**Trainee** | **15** | **0** |

## Insiden Korupsi yang Terbukti dan Tindakan yang Diambil [GRI 205-3]

Selama tahun 2025, tidak ada insiden korupsi yang terbukti, baik yang mengakibatkan pengakhiran kontrak dengan mitra bisnis, maupun insiden korupsi yang terbukti terkait dengan Perseroan atau karyawan Perseroan.

## Kepatuhan Atas Perpajakan

Dalam rangka mendukung kepatuhan dan efisiensi pengelolaan kewajiban perpajakan, perusahaan telah melakukan percepatan pembayaran Pajak Bumi dan Bangunan (PBB) untuk aset jalan tol pada tahun berjalan. Langkah percepatan pembayaran ini dilakukan sebagai bagian dari strategi pengelolaan keuangan yang lebih efektif, sekaligus memanfaatkan insentif potongan atau diskon pembayaran PBB yang diberikan oleh pemerintah daerah atas pembayaran sebelum jatuh tempo.

Melalui percepatan tersebut, perusahaan berhasil memperoleh diskon PBB sesuai ketentuan yang berlaku, sehingga mengurangi beban pajak secara signifikan dan memberikan efisiensi anggaran dalam pos pengeluaran rutin. Selain memberikan manfaat finansial, kebijakan percepatan pembayaran ini juga menunjukkan komitmen perusahaan terhadap kepatuhan administrasi perpajakan, serta memperkuat hubungan baik dengan instansi pemerintah daerah sebagai mitra dalam pengelolaan aset jalan tol.

Dengan demikian, penerapan strategi percepatan pembayaran PBB ini tidak hanya memberikan manfaat ekonomis berupa penghematan, tetapi juga menjadi bentuk tanggung jawab perusahaan dalam menjalankan prinsip *good corporate governance* melalui tertib administrasi dan manajemen keuangan yang transparan.

Informasi lebih lanjut terkait rincian pembayaran pajak telah disampaikan secara lengkap pada Laporan Tahunan bagian Anailsis dan Pembahasan Manajemen.

## Proven Corruption Incidents and Actions Taken [GRI 205-3]

Throughout 2025, there were no substantiated corruption incidents, either those resulting in termination of contracts with business partners or corruption incidents proven to be related to the Company or its employees.

## Tax Compliance

In order to support compliance and efficiency in managing tax obligations, the Company accelerated the payment of Land and Building Tax (Pajak Bumi dan Bangunan/PBB) for toll road assets within the current year. This acceleration was implemented as part of a more effective financial management strategy, while also taking advantage of incentives or discounts on PBB payments provided by local governments for early settlement before the due date.

Through this acceleration, the Company successfully obtained PBB discounts in accordance with applicable regulations, thereby significantly reducing the tax burden and improving budget efficiency in routine expenditure items. In addition to financial benefits, this policy also demonstrated the Company's commitment to tax administration compliance and strengthened good relationships with local government authorities as partners in toll road asset management.

Accordingly, the implementation of the PBB payment acceleration strategy not only provided economic benefits in the form of cost savings but also reflected the Company's responsibility in applying good corporate governance principles through orderly administration and transparent financial management.

Further information regarding detailed tax payments has been presented in the Annual Report under the Management Discussion and Analysis section.

# Kinerja Lingkungan Hidup
## Environmental Performance

## Aspek Umum

### Biaya Lingkungan Hidup [OJK F.4]

Perseroan menunjukkan komitmen yang kuat dalam menjaga kelestarian lingkungan hidup. Komitmen tersebut tercermin melalui kepemilikan Pedoman Sistem Manajemen Lingkungan yang diterapkan di lingkungan Jasa Marga Group. Selain itu, upaya Perseroan dalam menjaga kelestarian lingkungan juga diwujudkan melalui penyaluran biaya lingkungan hidup yang dimanfaatkan untuk mencegah serta melakukan remediasi terhadap kerusakan lingkungan. Sepanjang tahun 2025, Perseroan telah merealisasikan biaya lingkungan hidup sebesar Rp123.680.412.653 miliar. Adapun penyaluran biaya lingkungan hidup yang dilakukan oleh Perseroan adalah sebagai berikut.

## General Aspects

### Environmental Costs [OJK F.4]

The Company demonstrated a strong commitment to environmental preservation. This commitment was reflected in the Environmental Management System Guidelines implemented within the Jasa Marga Group. In addition, the Company's efforts to preserve the environment were also realized through the allocation of environmental costs, which were utilized to prevent and remediate environmental damage. Throughout 2025, the Company recorded environmental expenditures of IDR 123,680,412,653. The allocation of these environmental costs by the Company is presented as follows.

**Tabel Rincian Biaya Lingkungan**
**Table of the Breakdown of Environmental Costs**

(Dalam Rupiah Penuh/in IDR)

| Keterangan<br>Description | Biaya<br>Cost |
|---|---|
| Biaya Penyusunan RKL RPL<br>RKL RPL Preparation Costs | Rp7.400.924.708 |
| Biaya Beautifikasi dan pengelolaan lansekap<br>Beautification and Landscape Management Costs | Rp23.495.677.258 |
| Biaya Penanaman Pohon<br>Tree Planting Costs | Rp2.316.993.000 |
| Biaya petugas kebersihan<br>Cleaning Services Costs | Rp67.130.889.309 |
| Biaya pengelolaan sampah<br>Waste management costs | Rp2.303.839.844 |
| Sertifikasi Jalan Tol Ramah Lingkungan (GTRI)<br>Green Toll Road Certification | Rp247.332.975 |
| Penyelenggaraan TJSL<br>Green Toll Road Certification | Rp19.098.257.911 |
| Biaya pengelolaan lingkungan lainnya<br>Other Environmental Management Costs | Rp1.686.497.649 |
| **Total** / Total | Rp123.680.412.653 |

## Aspek Material

### Penggunaan Material yang Ramah Lingkungan [OJK F.5]

Perseroan senantiasa memperhatikan aspek keberlanjutan dalam setiap pelaksanaan proyek konstruksi jalan tol. Sebagai bentuk komitmen terhadap prinsip pembangunan berkelanjutan, Perseroan mengintegrasikan penggunaan

## Material Aspects

### Use of Environmentally Friendly Materials [OJK F.5]

The Company consistently considers sustainability aspects in every toll road construction project. As part of its commitment to sustainable development principles, the Company integrates the use of environmentally friendly materials in each stage

material yang ramah lingkungan dalam setiap tahapan pembangunan dan pengembangan infrastruktur jalan tol. Berbagai langkah konkret telah dilakukan untuk mendukung penerapan prinsip tersebut, antara lain:

1. **Lampu LED**
   - **Keberlanjutan:** Lampu LED (*Light Emitting Diode*) sangat mendukung prinsip keberlanjutan, karena memiliki efisiensi energi tinggi, umur pakai lebih panjang, dan menghasilkan emisi karbon yang lebih rendah dibandingkan dengan lampu tradisional seperti lampu pijar atau neon.
   - **Dampak Lingkungan:** Lampu LED mengonsumsi lebih sedikit energi untuk menghasilkan pencahayaan yang sama, yang pada gilirannya mengurangi penggunaan energi listrik, dan mengurangi emisi gas rumah kaca dari pembangkit listrik. Selain itu, lampu LED memiliki umur yang lebih panjang, sehingga mengurangi limbah yang berasal dari penggantian lampu yang lebih sering.
   - **Pengurangan Jejak Karbon:** Karena lebih efisien dalam hal konsumsi energi, lampu LED dapat mengurangi jejak karbon yang terkait dengan pembangkit energi, terutama jika listrik tersebut berasal dari sumber fosil.
2. **Bekisting Baja (Mengurangi Penggunaan Kayu)**
   - **Keberlanjutan:** Bekisting baja menggantikan bekisting kayu dalam konstruksi, yang berfungsi sebagai cetakan untuk beton. Bekisting baja lebih tahan lama dan bisa digunakan berulang kali, sehingga mengurangi kebutuhan akan penggunaan kayu yang terus-menerus, membantu mengurangi deforestasi.
   - **Dampak Lingkungan:** Penggunaan baja mengurangi kebutuhan untuk menebang pohon untuk kayu bekisting. Dengan berkurangnya penggunaan kayu, dampak negatif terhadap hutan dan ekosistem menjadi lebih rendah. Baja juga lebih tahan lama, sehingga lebih efisien dalam jangka panjang, mengurangi limbah konstruksi.
   - **Durabilitas:** Bekisting baja dapat digunakan berkali-kali dalam berbagai proyek, yang mengurangi pemborosan sumber daya dan kebutuhan untuk produksi material baru.
3. ***Fly Ash***
   - **Keberlanjutan:** *Fly ash* adalah limbah hasil pembakaran batu bara di pembangkit listrik, yang dapat dimanfaatkan sebagai pengganti sebagian semen dalam pembuatan beton. Penggunaan *fly ash* dalam konstruksi dapat mengurangi ketergantungan pada sumber daya alam untuk produksi semen.
   - **Dampak Lingkungan:** Fly ash mengurangi penggunaan semen yang sangat membutuhkan energi dalam produksinya dan mengurangi emisi karbon yang dihasilkan oleh pabrik semen. Dengan memanfaatkan limbah industri, *fly ash* membantu dalam pengelolaan limbah dan mengurangi kebutuhan untuk pertambangan bahan baku alami.

of toll road infrastructure development and construction. Various concrete measures have been undertaken to support the implementation of these principles, including:

1. **LED Lighting**
   - **Sustainability:** LED (Light Emitting Diode) lamps strongly support sustainability principles due to their high energy efficiency, longer lifespan, and lower carbon emissions compared to traditional lighting such as incandescent or fluorescent lamps.
   - **Environmental Impact:** LED lamps consume less energy to produce the same level of illumination, thereby reducing electricity consumption and greenhouse gas emissions from power generation. In addition, their longer lifespan reduces waste generated from frequent lamp replacement.
   - **Carbon Footprint Reduction:** Due to their higher energy efficiency, LED lamps help reduce the carbon footprint associated with energy production, particularly when electricity is sourced from fossil fuels.
2. **Steel Formwork (Reducing Wood Usage)**
   - **Sustainability:** Steel formwork replaces wooden formwork in construction, serving as molds for concrete. Steel formwork is more durable and reusable, reducing the continuous need for wood and helping to minimize environmental pressure on forest resources.
   - **Environmental Impact:** The use of steel reduces the need for tree logging for wooden formwork. With lower wood consumption, negative impacts on forests and ecosystems are reduced. Steel is also more durable, making it more efficient in the long term and reducing construction waste.
   - **Durability:** Steel formwork can be reused repeatedly across various projects, reducing resource waste and the need for new material production.
3. **Fly Ash**
   - **Sustainability:** Fly ash is a by-product of coal combustion in power plants that can be utilized as a partial replacement for cement in concrete production. Its use reduces dependence on natural resources for cement manufacturing.
   - **Environmental Impact:** Fly ash reduces cement consumption, which is highly energy-intensive to produce, and lowers carbon emissions generated by cement plants. By utilizing industrial waste, fly ash supports waste management and reduces the need for raw material extraction.

- **Pengurangan Jejak Karbon:** Semen yang diproduksi dengan menambahkan fly ash membutuhkan lebih sedikit energi dan mengurangi emisi CO2 yang dihasilkan selama proses produksi semen.

4. **Penggunaan Material Non-Baja, Kayu Komposit, dan Pengurangan Penggunaan Kayu**
   - **Keberlanjutan:** Penggunaan material non-baja dan kayu komposit yang mengandung bahan daur ulang, seperti plastik atau bahan lain yang lebih tahan lama, dapat mengurangi ketergantungan pada bahan alam yang terbatas, seperti baja dan kayu.
   - **Dampak Lingkungan:** Kayu komposit terbuat dari bahan daur ulang atau campuran bahan non-kayu, yang mengurangi deforestasi dan memberikan alternatif yang lebih ramah lingkungan. Material non-baja dan kayu komposit juga lebih ringan, lebih tahan lama, dan lebih mudah dalam proses pembuatan dibandingkan bahan konvensional.
   - **Pengurangan Penggunaan Kayu:** Dengan menggunakan bahan komposit, penggunaan kayu untuk konstruksi dapat dikurangi. Hal ini membantu mengurangi dampak negatif terhadap sumber daya hutan dan mendukung prinsip keberlanjutan dalam pengelolaan sumber daya alam.
5. **Penggunaan Kembali Material Batu dengan Menggunakan Spesifikasi Khusus dari Binamarga (Pengurangan Quarry Tambang)**
   - **Keberlanjutan:** Penggunaan kembali material batu (agregat daur ulang) untuk proyek konstruksi, seperti jalan atau infrastruktur lainnya, mengurangi kebutuhan untuk pengambilan batu baru dari quarry tambang. Ini berkontribusi pada pengelolaan sumber daya alam yang lebih efisien dan berkelanjutan.
   - **Dampak Lingkungan:** Quarry tambang dapat menyebabkan kerusakan ekosistem, penggundulan lahan, polusi air, dan emisi karbon akibat proses pengangkutan material. Dengan menggunakan material batu yang sudah ada, kita mengurangi dampak negatif yang terkait dengan aktivitas tambang. Penggunaan kembali material juga mengurangi kebutuhan energi yang diperlukan untuk pengolahan dan transportasi material baru.
   - **Efisiensi Sumber Daya:** Dengan memanfaatkan material batu bekas yang sudah ada, kita mengurangi eksploitasi tambang baru dan mengurangi limbah konstruksi. Hal ini berperan penting dalam pengelolaan sumber daya alam yang lebih bertanggung jawab dan berkelanjutan.

Selain itu, melalui anak perusahaan PT Jasamarga Tollroad Maintenance (PT JMTM), Perseroan menerapkan penggunaan material yang lebih ramah lingkungan dengan menggantikan bahan bakar solar menjadi Compressed Natural Gas (CNG) sebagai sumber pemanas aspal pada Asphalt Mixing Plant (AMP) milik PT JMTM. Langkah ini dilakukan untuk menekan emisi karbon, menjadikan proses pemanasan aspal lebih ber-

- Carbon Footprint Reduction:** Cement produced with the addition of fly ash requires less energy and reduces $CO_2$ emissions generated during the cement production process.

4. **Use of Non-Steel Materials, Composite Wood, and Reduction of Wood Usage**
   - **Sustainability:** The use of non-steel materials and composite wood containing recycled materials, such as plastic or other more durable components, reduces dependence on limited natural resources such as steel and timber.
   - **Environmental Impact:** Composite wood is made from recycled or non-wood materials, which helps reduce deforestation and provides a more environmentally friendly alternative. Non-steel materials and composite wood are also lighter, more durable, and easier to manufacture compared to conventional materials.
   - **Reduction of Wood Usage:** By using composite materials, the use of wood in construction can be reduced, thereby helping to minimize negative impacts on forest resources and supporting sustainable natural resource management.

5. **Reuse of Stone Materials Using Specific Bina Marga Specifications (Reduction of Quarry Mining)**
   - **Sustainability:** The reuse of stone materials (recycled aggregates) for construction projects such as roads and other infrastructure reduces the need for new stone extraction from quarries, contributing to more efficient and sustainable natural resource management.
   - **Environmental Impact:** Quarry mining can cause ecosystem damage, land degradation, water pollution, and carbon emissions from material transportation. By reusing existing stone materials, negative impacts associated with mining activities are reduced. Material reuse also decreases the energy required for processing and transporting new materials.
   - **Resource Efficiency:** Utilizing existing stone materials reduces new mining activities and construction waste, playing an important role in more responsible and sustainable natural resource management.

In addition, through its subsidiary PT Jasamarga Tollroad Maintenance (PT JMTM), the Company implemented the use of more environmentally friendly materials by replacing diesel fuel with Compressed Natural Gas (CNG) as the heating source for asphalt production at Asphalt Mixing Plants (AMPs), as a measure to reduce carbon emissions and minimize environmental impact without compromising product quality,

wawasan lingkungan, serta meminimalkan dampak negatif terhadap lingkungan tanpa mengurangi mutu hasil produksi. Dalam pelaksanaan proyek SFO dan proyek lainnya, Perseroan telah menggunakan aspal tipe PG 70 pada beberapa ruas jalan tol yang memiliki ketahanan tinggi terhadap beban lalu lintas dan tekanan kendaraan, sehingga mendukung peningkatan kualitas dan daya tahan perkerasan jalan. Aspal ini juga menunjukkan kestabilan yang baik pada berbagai kondisi cuaca serta ketahanan yang tinggi terhadap proses oksidasi akibat paparan sinar ultraviolet dan faktor lingkungan lainnya, sehingga mampu memperpanjang masa pakai jalan tol.

## Aspek Energi

### Jumlah dan Intensitas Energi yang Digunakan [OJK F.6, GRI 302-1, 302-2, 302-3]

Dalam menjalankan aktivitas operasionalnya, Perseroan menggunakan 2 (dua) sumber energi utama yaitu bahan bakar dan listrik. Bahan bakar yang digunakan oleh Perseroan yaitu berupa solar dan bensin yang digunakan untuk menunjang kendaraan operasional dan kendaraan pengangkut material jalan tol serta penggunaan genset. Sedangkan, energi listrik digunakan untuk menunjang operasional jalan tol serta aktivitas kantor yang dipasok oleh PT PLN (Persero) sebagai penyedia ketenagalistrikan di Indonesia serta beberapa sumber terbarukan seperti PLTS atap dan *hybrid wind tree*. Cakupan penggunaan energi BBM dan listrik meliputi seluruh ruas Perseroan yang mencakup Kantor Pusat, Regional, APJT dan AP2JT. Sampai dengan akhir tahun 2025, Perseroan tidak mengonsumsi maupun menjual pemanasan, pendingin dan uap, serta Perseroan tidak menjual energi listrik.

Dalam penggunaan BBM, Perseroan tidak menggunakan sumber BBM terbarukan. Sedangkan untuk listrik, Perseroan menggunakan 2 (dua) sumber, yaitu sumber tak terbarukan yang disalurkan dari PLN, serta beberapa sumber terbarukan. Perseroan terus berupaya untuk mengurangi penggunaan energi tidak terbarukan dengan melakukan beberapa inisiatif seperti efisiensi energi, peningkatan penggunaan energi terbarukan dan pembelian renewable energy certificate sebagai upaya klaim manfaat lingkungan dari penggunaan energi terbarukan. Alternatif energi terbarukan yang digunakan oleh Perseroan diantaranya PLTS (Pembangkit Listrik Tenaga Surya) atap dan *hybrid wind tree* (kombinasi pemanfaatan tenaga surya dan tenaga angin). Pemanfaatan energi ini untuk memenuhi kebutuhan kantor pusat, kantor-kantor cabang, penerangan gardu tol dan penerangan sekitar fasilitas operasional.

Di bawah ini disajikan intensitas energi dengan membandingkan volume pemakaian daya energi listrik (kWh) di kantor pusat dengan luas bangunan (m2). Dengan rumus tersebut diperoleh Intensitas Konsumsi Energi (IKE)

while in SFO and other projects the Company also utilized PG 70 asphalt on several toll road sections, which has high resistance to traffic loads and vehicle pressure, good stability under various weather conditions, and strong resistance to oxidation caused by ultraviolet exposure and environmental factors, thereby improving pavement quality and extending the service life of toll roads.

## Energy Aspect

### Total Energy Consumption and Energy Intensity [OJK F.6, GRI 302-1, 302-2, 302-3]

In conducting its operational activities, the Company utilized two main energy sources, namely fuel and electricity. The fuel used by the Company consisted of diesel and gasoline to support operational vehicles, toll road material transport vehicles, and generator set operations. Meanwhile, electricity was used to support toll road operations and office activities, supplied by PT PLN (Persero) as Indonesia's national electricity provider, as well as from several renewable sources such as rooftop solar power (PLTS) and hybrid wind trees. The scope of fuel and electricity consumption covered all Company-operated areas, including the Head Office, Regional Offices, APJT, and AP2JT. As of the end of 2025, the Company did not consume or sell heating, cooling, or steam energy, and did not sell electricity.

In terms of fuel usage, the Company did not utilize renewable fuel sources. For electricity, the Company used two sources, namely non-renewable energy supplied by PLN and several renewable energy sources. The Company continuously sought to reduce the use of non-renewable energy through various initiatives such as energy efficiency programs, increased utilization of renewable energy, and the purchase of Renewable Energy Certificates (RECs) as a means of claiming environmental benefits from renewable energy usage. Renewable energy alternatives utilized by the Company included rooftop solar power (PLTS) and hybrid wind trees (a combination of solar and wind energy utilization). This energy utilization supported the needs of the Head Office, branch offices, toll gate lighting, and operational facility lighting.

The following presents the energy intensity by comparing the electricity consumption volume (kWh) at the Head Office with the building area ($m^2$). Based on this formula, the Energy Consumption Intensity (ECI) of the Jasa Marga Head Office

bangunan gedung Kantor Pusat Jasa Marga sebagai berikut: (diisi intensitas energi area gedung Kantor Pusat).

Perseroan juga telah menggunakan energi terbarukan dalam menunjang aktivitas operasional di beberapa area lingkungan Jasa Marga Group, yaitu PLTS Atap sebesar 555.048,08 kWh dan Renewable Energy Certificate (REC) sebesar 200.000 kWh. Adapun total penggunaan energi BBM Perseroan sebagai berikut.

building is as follows: (to be filled with the energy intensity of the Head Office building area).

The Company has also utilized renewable energy to support operational activities in several areas within the Jasa Marga Group, namely rooftop solar PV (PLTS Atap) amounting to 555,048.08 kWh and Renewable Energy Certificates (REC) amounting to 200,000 kWh. The Company's total fuel (BBM) consumption is presented as follows.

### Tabel Konsumsi BBM
Table of Fuel Consumption

| Keterangan Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Solar / Diesel | Liter | **3.319.630,35** | 3.103.003,69 | 779.578,10 |
| | Terajoule | **119,91** | 112,08 | 28,16 |
| Bensin / Gasoline | Liter | **4.194.829,50** | 4.608.788,07 | 1.207.720,75 |
| | Terajoule | **138,07** | 151,69 | 39,75 |
| **Jumlah Konsumsi BBM / Total Fuel Consumption** | **Liter** | **7.514.459,85** | **7.711.791,76** | **1.987.298,85** |
| | **Terajoule** | **257,98** | **263,78** | **67,91** |

**Keterangan**: metode konversi BBM dari satuan liter ke dalam satuan Terajoule (TJ) mengacu Pedoman Intergovernmental Panel on Climate Change (IPCC) 2006 dengan mengalikan volume BBM dan nilai Kalor Bersih (Net Caloric Calue/NCV), NCV Jenis Solar= 36 x $10^{-6}$ TJ/Liter dan NCV Jenis Bensin: 33 x $10^{-6}$ TJ/Liter.
**Note:** The method for converting fuel consumption from liters to Terajoules (TJ) refers to the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines, which involves multiplying the fuel volume by the Net Caloric Value (NCV). In this calculation, diesel fuel has an NCV of 36 × $10^{-6}$ TJ/Liter, while gasoline has an NCV of 33 × $10^{-6}$ TJ/Liter



Di samping itu, Jasa Marga juga menggunakan energi tidak langsung dalam kegiatan operasi pengelolaan jalan tol yang didapatkan dari energi listrik yang dipasok oleh PLN. Pemanfaatan energi ini untuk memenuhi kebutuhan kantor pusat, kantor-kantor cabang, penerangan gardu tol dan penerangan sekitar fasilitas operasional. operasional. Dalam penggunaan BBM, Perseroan tidak menggunakan sumber BBM terbarukan. Sedangkan untuk listrik, Perseroan menggunakan 2 (dua) sumber, yaitu sumber tak terbarukan yang disalurkan dari PLN, serta sumber terbarukan dari PLTS Atap yang digunakan Perseroan di Kantor Pusat.

In addition, Jasa Marga also utilized indirect energy in toll road operational activities sourced from electricity supplied by PLN. This energy was used to meet the needs of the Head Office, branch offices, toll gate lighting, and lighting around operational facilities. In terms of fuel (BBM) usage, the Company did not utilize renewable fuel sources. Meanwhile, for electricity, the Company used two (2) sources, namely non-renewable energy supplied by PLN and renewable energy sourced from rooftop solar power (PLTS Atap) installed at the Company's Head Office.

### Tabel Konsumsi Energi Listrik
Table of Electricity Consumption

| Keterangan Description | Satuan Unit | 2025 | 2024* | 2023 |
|---|---|---|---|---|
| Konvensional / Conventional | kWh | **66.251.575,61** | 66.987.402,58 | 35.202.695,90 |
| | Terajoule | **238,51** | 241,15 | 126,73 |
| Tenaga Surya (PLTS Atap) Solar Power (Rooftop Solar Power Plant) | kWh | **555.048,08** | 788.523,30 | 657.280,95 |
| | Terajoule | **1,998** | 2,84 | 2,37 |
| *Renewable Energy Certificate* (REC) | kWh | **200.000,00** | 511.160,00 | 0 |
| | Terajoule | **0,72** | 1,84 | 0 |
| **Total Penggunaan Listrik / Total Penggunaan Listrik** | **kWh** | **67.006.623,69** | **68.287.087,88** | **35.859.976,85** |

| Keterangan Description | Satuan Unit | 2025 | 2024* | 2023 |
|---|---|---|---|---|
| | **Terajoule** | **241,23** | **245,83** | **129,10** |
| **Intensitas Energi/km / Energy Intensity/km** | **kWh/km** | **51.782,55** | **53.100,38** | **27.884,90** |

**Keterangan / Note:**
Metode konversi kWh ke Terajoule (TJ) mengacu pada International Energy Agency (IEA) 2016: 1 kilowatt per hour (kWh) sama dengan 3,6 x $10^{-6}$ TJ.
Conversion from kWh to Terajoules (TJ) follows the 2016 International Energy Agency (IEA) Guidelines, using the formula: 1 kilowatt-hour (kWh) = 3.6 × $10^{-6}$ TJ

Di bawah ini disajikan intensitas energi dengan membandingkan volume pemakaian daya energi listrik (kWh) di kantor pusat dengan luas bangunan ($m^2$). Dengan rumus tersebut diperoleh Intensitas Konsumsi Energi (IKE) bangunan gedung Kantor Pusat Jasa Marga sebagai berikut.

Below is the energy intensity calculation comparing electricity consumption volume (kWh) at the Head Office to building area ($m^2$). Based on this formula, the Energy Consumption Intensity (IKE) of the Jasa Marga Head Office buildings is as follows:

### Tabel Intensitas Konsumsi Energi (IKE) Berdasarkan Luas Bangunan Kantor Pusat
Table of Energy Consumption Intensity (IKE) based on Head Office Building Area

| Keterangan Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Penggunaan Listrik / Electricity Consumption | kWh | **2.658.683** | 2.886.435 | 2.825.056 |
| | Terajoule | **9,57** | 10,39 | 10,17 |
| Luas Bangunan / Building Area | $M^2$ | **6.444,86** | 6.444,86 | 6.444,86 |
| Intensitas Konsumsi Energi / Energy Consumption Intensity | kWh/ $M^2$ | **412,53** | 447,87 | 438,34 |
| | TJ/ $M^2$ | **0,0015** | 0,0016 | 0,0016 |



### Tabel Intensitas Pemakaian Energi
Table of Energy Consumption Intensity

| Keterangan Description | Satuan Unit | 2025 | 2024* | 2023 |
|---|---|---|---|---|
| Listrik / Electricity | Terajoule | **241,23** | 245,83 | 129,10 |
| BBM / Fuel | Terajoule | **257,98** | 263,78 | 67,91 |
| **Jumlah Konsumsi Energi / Total Energy Consumption** | **Terajoule** | **499,21** | **509,61** | **197,01** |
| Pendapatan / Revenue | Dalam miliar rupiah In IDR Billion | **29,89** | 31,76 | 24,81 |
| Panjang Ruas Jalan Tol yang Dikelola Total Managed Toll Road Length | km | **1.294** | 1.286 | 1.264 |
| **Intensitas Pemakaian Energi/miliar rupiah Energy Intensity per Revenue** | Terajoule/ miliar rupiah TJ/ IDR billion | **16,70** | 16,05 | 7,94 |
| **Intensitas Pemakaian Energi/km Energy Intensity per Toll Road Length** | **Terajoule/ km** | **0,39** | **0,40** | **0,16** |

**Keterangan / Information:**
*) Disajikan kembali / Re-presented

Perseroan juga telah menggunakan energi terbarukan dalam menunjang aktivitas operasional di lingkungan Kantor Pusat, meliputi Gedung A, B dan C, sebagai berikut.

The Company has also utilized renewable energy to support operational activities at the Head Office environment, covering Buildings A, B, and C, as follows.

### Penggunaan Energi Terbarukan/Panel Surya Kantor Pusat
Renewable Energy / Solar Panel Usage Head Office

| Keterangan Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Data Produksi PLTS Gedung A,B,C<br>Solar PV (PLTS) Production Data for Buildings A, B, and C | kWh | 158.217 | 139.239 | 144.540 |
| | **Gigajoule** | **569,58** | **501,260** | **520,344** |

Di tahun 2025, Perseroan juga melakukan pengukuran penggunaan energi yang berasal dari luar perusahaan yaitu berdasarkan perjalanan dinas yang dilakukan karyawan dengan pesawat terbang. Penggunaan energi di luar perusahaan dihitung menggunakan standar International Civil Aviation Organization (ICAO). Adapun besaran penggunaan energi di luar perusahaan sebagai berikut.

In 2025, the Company also measuring energy consumption originating outside the organization, specifically based on employee business travel by air. This external energy use was calculated using the International Civil Aviation Organization (ICAO) standard. The amount of external energy consumption is presented as follows.

### Penggunaan Energi di Luar Perusahaan
External Energy Consumption

| Keterangan Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Penggunaan Bahan Bakar Pesawat atas Perjalanan Dinas dengan Menggunakan Pesawat Terbang / Aviation fuel consumption for business travel by air | Ton | 10.203,91 | 40.738,09 | 11.396,82 |
| | Gigajoule | 42.693,16 | 170.636,09 | 47.684,29 |
| Total Karyawan / Total Employees | Orang | 7.833 | 7.919 | 7.949 |
| Intensitas Penggunaan Energi/Karyawan / Energy Usage Intensity/Employee | Gigajoule/ orang | 5,45 | 21,55 | 6,00 |

## Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan
**[OJK F.7, GRI 302-4, 302-5]**

Perseroan berkomitmen untuk terus meningkatkan efisiensi energi dalam seluruh kegiatan operasionalnya, sebagaimana diatur dalam Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group. Sebagai bagian dari upaya tersebut, Perseroan telah memasang Pembangkit Listrik Tenaga Surya (PLTS) di Kantor Pusat maupun Kantor Cabang dengan tujuan mengurangi konsumsi listrik. Selain itu, Perseroan juga melaksanakan berbagai inisiatif lainnya, antara lain:

1. Penggunaan energi dari Solar Cell
   Perseroan telah memasang panel solar cell yang mampu memasok energi listrik untuk kebutuhan operasional di lingkungan Gedung A, Gedung B, Gedung C Kantor Pusat, Gedung Kantor PT Trans Marga Jateng, PT Jasamarga Surabaya Mojokerto, Gedung Kantor PT Marga Lingkar Jakarta, dan PT Jasa Marga Pandaan Malang. Selama tahun 2025, penggunaan energi dari solar cell tersebut sebesar 555.048,08 kWh.

## Efforts and Achievements in Energy Efficiency and the Use of Renewable Energy
**[OJK F.7, GRI 302-4, 302-5]**

The Company is committed to continuously improving energy efficiency across all operational activities, as stipulated in Board of Directors Decree No. 66/KPTS/2023 concerning the Environmental Management System Guidelines within the Jasa Marga Group. As part of this effort, the Company has installed Solar Power Plants (PLTS) at both the Head Office and Branch Offices to reduce electricity consumption. In addition, the Company has implemented several other initiatives, including:

1. Use of Solar Cell Energy
   The Company has installed solar cell panels capable of supplying electricity for operational needs at the Head Office Buildings A, B, and C, as well as the office buildings of PT Trans Marga Jateng, PT Jasamarga Surabaya Mojokerto, PT Marga Lingkar Jakarta, and PT Jasa Marga Pandaan Malang. During 2025, the use of energy generated from these solar cells amounted to 555,048.08 kWh.

2. Pemanfaatan Lampu Hemat Energi (LED)
   Perseroan telah menggunakan LED untuk kebutuhan penerangan di gedung kantor dan Penerangan Jalan Umum (PJU) area kantor sebanyak 163 lampu. Selanjutnya Perseroan juga menggunakan lampu LED untuk seluruh PJU di area operasional jalan tol Perseroan sebanyak 24.293 lampu. Sehingga, total lampu LED yang digunakan di seluruh wilayah operasional Perseroan sebanyak 24.456 lampu.
3. Perseroan juga menggunakan kendaraan listrik sebagai upaya efisiensi penggunaan BBM. Penggunaan kendaraan listrik yang telah tertuang dalam Surat Keputusan Direksi Nomor: 48/KPTS/2021 tentang Kendaraan Dinas Perusahaan sebagaimana diubah terakhir dengan Surat Keputusan Direksi Nomor: 212/KPTS/2024 tentang Perubahan Ketiga Atas Keputusan Direksi Nomor: 48/KPTS/2021 tentang Kendaraan Dinas Perusahaan.
4. Pemadaman lampu selama jam istirahat dan standarisasi suhu AC 21 derajat
5. Pembuatan ruang lembur yang terpusat sebagai upaya penghematan penggunaan lampu

Sampai dengan akhir tahun 2025, Perseroan belum menetapkan target, dasar pengukuran dan melakukan audit energi, sehingga penghitungan intensitas energi dilakukan secara manual. Efisiensi penggunaan energi diukur dengan membandingkan data tahun 2025 dengan tahun 2024. Perseroan berhasil menurunkan jumlah konsumsi BBM menjadi sebesar 257,98 terajoule, menurun dibandingkan tahun 2024 yang sebesar 263,78 terajoule. Penggunaan listrik menurun di tahun 2025 menjadi sebesar 241,23 terajoule, menurun dibandingkan tahun 2024 yang sebesar 245,83 terajoule.

2. Use of Energy-Efficient Lighting (LED)
   The Company has implemented LED lighting for office buildings and Public Street Lighting (PJU) within office areas totaling 163 lamps. In addition, the Company also uses LED lamps for all PJU across its toll road operational areas, totaling 24,293 lamps. Accordingly, the total number of LED lamps used across all operational areas of the Company reached 24,456 lamps.
3. The Company also utilizes electric vehicles as part of its efforts to improve fuel efficiency. The use of electric vehicles has been regulated under Board of Directors Decree No. 48/KPTS/2021 concerning Company Official Vehicles, as most recently amended by Board of Directors Decree No. 212/KPTS/2024 concerning the Third Amendment to Decree No. 48/KPTS/2021 on Company Official Vehicles.
4. Implementation of lighting shutdown during break hours and standardization of air conditioning temperature at 21 degrees Celsius.
5. Establishment of centralized overtime rooms as an initiative to reduce lighting consumption.

As of the end of 2025, the Company had not yet set targets, measurement baselines, or conducted energy audits; therefore, energy intensity calculations were performed manually. Energy efficiency was measured by comparing 2025 data with 2024. The Company successfully reduced fuel consumption to 257.98 terajoules, lower than 263.78 terajoules in 2024. Electricity consumption decreased in 2025 to 241.23 terajoules, compared to 245.83 terajoules in 2024.



## *HYBRID WIND TREE*

*Hybrid Wind Tree* merupakan inovasi yang dilakukan oleh Jasa Marga untuk menggunakan energi terbarukan melalui pemanfaatan energi angin dan cahaya di sekitar Gending sebagai alternatif sumber energi yang bertujuan untuk melakukan efisiensi penggunaan energi listrik. Dengan 35 solar petal dan 30 aeroleaf yang berputar dengan kecepatan angin minum 2,5 m/s dan mampu menghasilkan energi listrik maksimum 12,4 kW. *Hybrid Wind Tree* idesain untuk meniru kekokohan sebuah pohon dan direkayasa untuk memanfaatkan energi angin dan matahari, *Hybrid Wind Tree* tidak hanya berfungsi sebagai pembangkit listrik, tetapi juga sebagai simbol masa depan yang lebih hijau.

*The Hybrid Wind Tree is an innovation developed by Jasa Marga to utilize renewable energy by harnessing wind and solar power around the Gending area as an alternative energy source aimed at improving electricity efficiency. Equipped with 35 solar petals and 30 aeroleaves rotating at a minimum wind speed of 2.5 m/s, it is capable of generating a maximum electrical output of 12.4 kW. Designed to mimic the structure of a tree and engineered to capture both wind and solar energy, the Hybrid Wind Tree not only functions as a power generator but also serves as a symbol of a greener future.*

# Aspek Air

## Penggunaan Air [OJK F.8]

Air merupakan salah satu sumber daya penting yang digunakan Perseroan dalam mendukung kegiatan operasional sehari-hari. Sumber air yang dimanfaatkan Perseroan berasal dari penyedia pihak ketiga (PDAM) serta air permukaan. Penggunaan air mencakup berbagai aktivitas, antara lain kegiatan preservasi jalan tol seperti operasional bengkel, pembersihan badan jalan, pencampuran aspal, serta pendinginan badan jalan. Selain itu, air juga digunakan untuk menunjang operasional kantor pusat, kantor regional, Representative Office, serta unit-unit fasilitas operasional lainnya guna memenuhi kebutuhan sanitasi dan kebutuhan rumah tangga perkantoran. Hingga Desember 2025, Perseroan tidak memiliki lokasi operasional yang berada di wilayah dengan risiko keterbatasan sumber air.

Dalam rangka memastikan penggunaan air yang bertanggung jawab, Perseroan menerapkan pengelolaan pengambilan, pemanfaatan, dan pembuangan air secara efisien. Upaya efisiensi penggunaan air mengacu pada Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan. Pemantauan difokuskan pada pengambilan air dari sumber yang tersedia serta dilakukan melalui berbagai langkah, antara lain pemasangan sensor pada keran, pemasangan imbauan penghematan air, pemantauan konsumsi melalui water meter, serta pencatatan dan pelaporan penggunaan air secara bulanan sebagai bagian dari monitoring indeks keberlanjutan. Dalam aspek pembuangan air, Perseroan secara rutin memantau kualitas air limbah (efluen) yang dialirkan ke badan air atau media pembuangan lainnya melalui pengujian kualitas yang melibatkan pihak ketiga.

Perseroan juga mengembangkan inisiatif pemanfaatan sumber air alternatif pada Ruas Tol Pandaan–Malang dan Gempol–Pandaan melalui penampungan dan pemanfaatan air hujan, serta penggunaan kembali air limbah wudhu untuk keperluan non-sanitasi. Program ini sejalan dengan upaya perpanjangan sertifikasi Green Toll Road Indonesia (GTRI) bagi PT JPM dan PT JPT, yang berhasil mempertahankan peringkat Gold.

Pelaksanaan program dimulai sejak awal tahun 2023 dan dilakukan secara bertahap, meliputi pembangunan fasilitas, instalasi sistem, serta pengujian kualitas air hasil pemanfaatan. Selain itu, sistem pemanfaatan air hujan telah diterapkan di sejumlah lokasi, antara lain Kantor Gerbang Gempol PT JPT, Kantor Gerbang Pakis PT JPM, Kantor Gerbang Purwodadi PT JPM, Gerbang Tol Singosari PT JPM, serta ruas

# Water Aspect

## Water Consumption [OJK F.8]

Water is one of the essential resources used by the Company to support daily operational activities. The Company's water sources are obtained from third-party suppliers (PDAM) and surface water. Water usage covers various activities, including toll road preservation activities such as workshop operations, road surface cleaning, asphalt mixing, and road surface cooling. In addition, water is also used to support operations at the Head Office, Regional Offices, Representative Offices, and other operational facility units to meet sanitation and office household needs. As of December 2025, the Company did not have any operational sites located in areas with water scarcity risk.

To ensure responsible water usage, the Company implemented efficient management of water withdrawal, utilization, and discharge. Water efficiency initiatives are guided by Board of Directors Decree No. 66/KPTS/2023 concerning Environmental Management System Guidelines. Monitoring is focused on water withdrawal from available sources and is conducted through various measures, including installation of faucet sensors, water conservation signage, water consumption monitoring via water meters, and monthly recording and reporting of water usage as part of sustainability index monitoring. For water discharge, the Company regularly monitors wastewater (effluent) quality discharged into water bodies or other disposal media through third-party laboratory testing.

The Company has also developed initiatives for alternative water utilization on the Pandaan–Malang and Gempol–Pandaan Toll Roads through rainwater harvesting and the reuse of ablution wastewater for non-sanitary purposes. This program aligns with efforts to extend the Green Toll Road Indonesia (GTRI) certification for PT JPM and PT JPT, both of which successfully maintained Gold rating status.

The program implementation began in early 2023 and has been carried out in stages, including facility construction, system installation, and testing of water quality from utilization processes. In addition, rainwater harvesting systems have been implemented at several locations, including the Gempol Toll Gate Office of PT JPT, Pakis Toll Gate Office of PT JPM, Purwodadi Toll Gate Office of PT JPM, Singosari Toll Gate, and

jalan tol PT JKC. Pemanfaatan kembali air wudhu juga telah diterapkan di Kantor Pusat PT JPM dan PT JPT, serta di beberapa rest area dan kantor operasional lainnya. Selama tahun 2025, Perseroan tidak mengambil maupun mengonsumsi air dari wilayah yang tergolong water stress.

PT JKC toll road sections. Reuse of ablution water has also been implemented at the Head Offices of PT JPM and PT JPT, as well as at several rest areas and other operational offices. Throughout 2025, the Company did not extract or consume water from areas classified as water stress.

Data penggunaan air tahun 2025, 2024, dan 2023 mencakup Kantor Pusat, Regional, APJT Operasi, APJT Konstruksi, dan AP2JT. Total konsumsi air Perseroan pada tahun 2025 tercatat sebesar 609,03 megaliter. Adapun rincian penggunaan air sebagai berikut.

Water usage data for 2025, 2024, and 2023 covers the Head Office, Regional Offices, APJT Operations, APJT Construction, and AP2JT. The Company's total water consumption in 2025 was recorded at 609.03 megaliters. The detailed water consumption is presented as follows.

### Tabel Konsumsi Air
### Table of Water Consumption

| Pemakaian Air (Megaliter) Water Consumption (Megaliter) | | | |
|---|---|---|---|
| **Sumber** Water Source | **2025** | **2024*** | **2023**** |
| PDAM Kantor Pusat / PDAM – Head Office | **28,47** | 50,9 | 99,59 |
| Ruas Jalan Tol / Toll Road Sections | | | |
| PDAM Ruas Jalan Tol / PDAM – Toll Road Sections | **93,88** | 158,44 | 90,23 |
| *Water Recycle* | **-** | 1,72 | - |
| Air Permukaan / Surface Water | **-** | 371,35 | - |
| Air Bawah Tanah (Sumur Bor) / Groundwater (Bore Wells) | **486,68** | 394,41 | 197,33 |
| **Jumlah / Total** | **609,03** | **975** | **387,15** |

**Keterangan / Notes:**

* Penggunaan air dari Kantor Pusat, Regional, APJT dan AP2JT / Water usage from the Head Office, Regional Offices, APJT, and AP2JT
** Penggunaan air dari Kantor Pusat dan Ruas Jalan Tol / Water usage from the Head Office and Toll Road Sections

Penurunan di tahun 2025 karena tidak ada penggunaan air permukaan dan water recycle.

The decrease in 2025 was attributable to the absence of surface water usage and water recycling.

# *Early Warning System: Water Level Monitoring*

## *Water Level Monitoring*

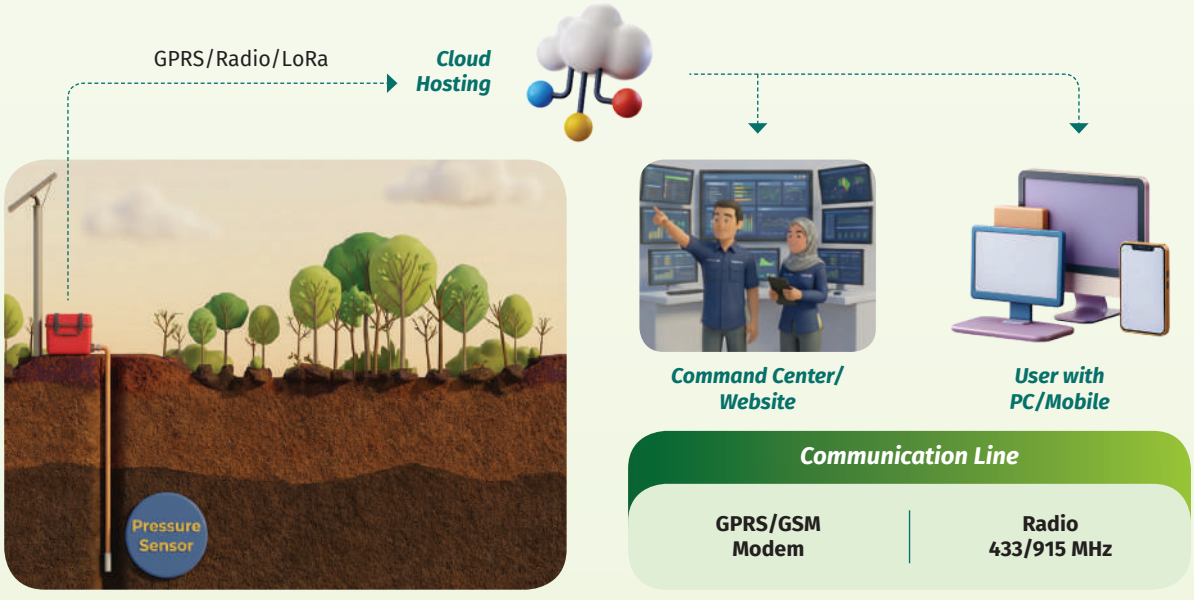
Water Level Monitoring System adalah suatu sistem pemantauan ketinggian permukaan air pada suatu wilayah bertujuan untuk memberikan informasi dini untuk dapat dilakukan suatu tidak lanjut. Direncanakan untuk terkoneksi dengan sistem JID serta dapat mengirimkan notifikasi peringantan dini kepada pengguna.

The Water Level Monitoring System is a system for monitoring water surface levels in a specific area, aimed at providing early information to enable timely follow-up actions. The system is designed to be integrated with the JID system and capable of sending early warning notifications to users.

## **Konsep**
Concept

Data ditampilkan secara online dan bisa diakses oleh pengguna dari berbagai jenis device, seperti PC, laptop, android dan smartphone sehingga memudahkan dalam monitoring data bagi pengguna. Pengiriman data ke website menggunakan jaringan internet, namun jika lokasi pemasangan alat tidak dapat mengakses jaringan internet dapat menggunakan opsi jaringan radio atau LoRa.

The data is displayed online and can be accessed by users through various devices, such as PCs, laptops, Android devices, and smartphones, thereby facilitating data monitoring for users. Data transmission to the website uses an internet network; however, if the installation location cannot access an internet connection, alternative options such as radio networks or LoRa technology can be used.



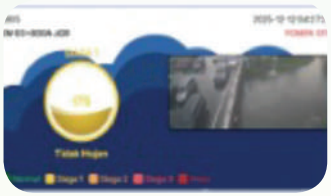
## Tahapan
## Stages

| Stage 1 | Stage 2 | Stage 3 | Stage 4 |
|---|---|---|---|
| **Survey Wilayah**<br>**Area Survey**<br><br>Survey pemetaan area/ topografi untuk peletakan stasiun Pemantauan/ Electrode.<br>Area/topographic mapping survey for placement of Monitoring/Electrode stations. | ***Sensor Placement***<br>• Penempatan Sensor Water Level/Weather.<br>• Penempatan Electrode berdasarkan hasil Topografi<br>• Placement of Water Level/Weather Sensors.<br>• Electrode placement based on topography results | ***Data Monitoring***<br>• *Realtime Data Display*<br>• *Graph Display*<br>• *Historical Data*<br>• *Data Int. from Water Level/Electrode*<br>• *Data Threshold* | ***Early Warning***<br>• *Alarm Notification*<br>• *Automatic Water Pump Trigger* |

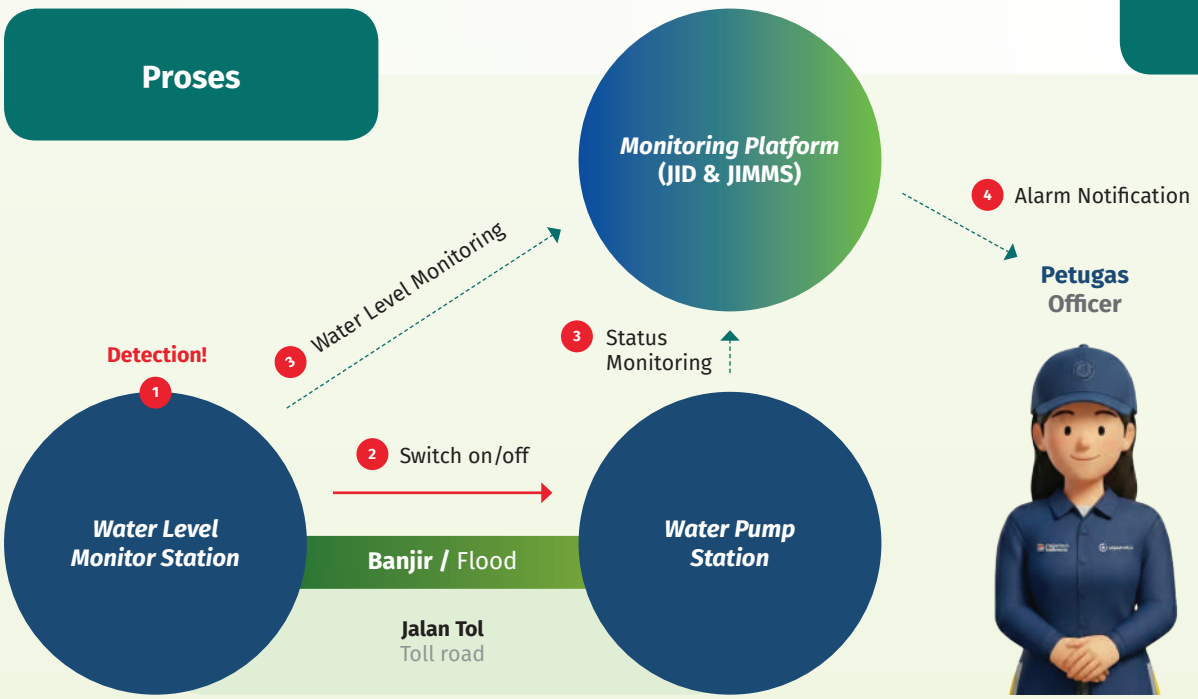
## Sensor
## Sensor

***4 Sensor pada Water Level Monitoring:***

1. Ultra-sonic Sensor
2. Weather Sensor
3. Pressure Gauge
4. Ultrasonic - Radar Based



## Proses



## Aspek Keanekaragaman Hayati

### Dampak dari Wilayah Operasional yang Dekat atau Berada Di Daerah Konservasi atau Memiliki Keanekaragaman Hayati dan Usaha Konservasi Keanekaragaman Hayati [OJK F.9, F.10]

Perseroan merupakan perusahaan pengelola jalan tol yang wilayah operasionalnya beririsan dengan kawasan hutan serta area lain yang memiliki keanekaragaman hayati. Aktivitas Perseroan yang berpotensi memberikan dampak terhadap keanekaragaman hayati terutama terjadi pada tahap prakonstruksi, khususnya dalam proses persiapan lahan yang dapat menyebabkan perubahan fungsi kawasan hutan. Kegiatan pembukaan lahan dan penebangan pohon berpotensi mengakibatkan berkurangnya vegetasi alami serta mengganggu keseimbangan ekosistem di sekitarnya, terutama apabila pekerjaan konstruksi dilakukan melalui metode open cut atau pengerukan perbukitan. Menyadari potensi dampak tersebut, Perseroan berkomitmen untuk meminimalkan pengaruh negatif terhadap keanekaragaman hayati dengan menerapkan pengelolaan lingkungan yang telah dikaji secara komprehensif dalam dokumen Analisis Mengenai Dampak Lingkungan (AMDAL). Salah satu langkah yang dilakukan adalah menghindari pemanfaatan area hutan yang termasuk dalam Peta Indikatif Penghentian Pemberian Izin Baru (PIPPIB). Selain itu, Perseroan juga melaksanakan kegiatan penghutanan kembali sebagai bentuk kompensasi atas penggunaan kawasan hutan melalui skema pinjam pakai, yang dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Jasa Marga melakukan berbagai upaya pelestarian keanekaragaman hayati, baik terhadap habitat ekosistem maupun flora dan fauna yang berada di sekitar wilayah operasional maupun di luar area operasional. Upaya dalam menjaga kualitas kawasan lindung dilakukan melalui pendekatan tata ruang nasional dengan mengintegrasikan pembangunan jalan tol ke dalam perencanaan ruang yang berkelanjutan. Aspek keanekaragaman hayati menjadi salah satu pertimbangan utama dalam penyusunan studi kelayakan, Analisis Mengenai Dampak Lingkungan (AMDAL), serta proses konsultasi publik yang dilakukan dalam rangka pengadaan lahan pembangunan jalan tol. Selain itu, Perseroan juga menjalankan berbagai inisiatif untuk menjaga kelestarian flora dan fauna, antara lain melalui kegiatan penghijauan dengan penanaman pohon endemik serta program pelestarian lingkungan yang tidak bersinggungan

## Biodiversity Aspect

### Impacts of Operational Areas Located Near or within Conservation Areas or Biodiversity-Rich Regions and Biodiversity Conservation Efforts [OJK F.9, F.10]

The Company is a toll road operator whose operational areas intersect with forest areas and other regions with high biodiversity. The Company's activities that have the potential to impact biodiversity primarily occur during the pre-construction phase, particularly in land preparation, which may lead to changes in forest function. Land clearing and tree cutting activities may result in the reduction of natural vegetation and disruption of ecosystem balance, especially when construction is carried out using open cut or excavation methods on hilly terrain. Recognizing these potential impacts, the Company is committed to minimizing adverse effects on biodiversity by implementing environmental management measures that have been comprehensively assessed in Environmental Impact Assessment (AMDAL) documents. One of the measures taken is avoiding the use of forest areas included in the Indicative Map for Suspension of New Licenses (PIPPIB). In addition, the Company also carries out reforestation activities as compensation for the use of forest areas under the borrow-use scheme, in accordance with applicable regulations.

Jasa Marga undertakes various biodiversity conservation efforts, both for ecosystem habitats and for flora and fauna within and outside its operational areas. Efforts to maintain the quality of protected areas are conducted through a national spatial planning approach by integrating toll road development into sustainable spatial planning. Biodiversity aspects are key considerations in feasibility studies, Environmental Impact Assessments (AMDAL), and public consultation processes conducted in the context of land acquisition for toll road development. Furthermore, the Company implements various initiatives to preserve flora and fauna, including greening programs through the planting of endemic trees and environmental conservation activities that do not directly intersect with operational areas. Sustainable land use encourages toll road construction activities within the Company to consistently consider potential direct impacts arising from

langsung dengan wilayah operasional. Pemanfaatan ruang secara berkelanjutan mendorong aktivitas konstruksi jalan tol di lingkungan Perseroan untuk senantiasa memperhatikan potensi dampak langsung yang dapat timbul akibat penggunaan lahan, termasuk konversi habitat serta keberadaan flora dan fauna.

land use, including habitat conversion and the presence of flora and fauna.asuk konversi habitat serta keberadaan flora dan fauna.

Salah satu contoh penerapan pengelolaan keanekaragaman hayati dilakukan pada Jalan Tol Bali Mandara yang dikelola oleh PT Jasamarga Bali Tol ("JBT"), di mana pada beberapa titik jalur jalan tol melintasi kawasan Taman Hutan Raya ("Tahura") Ngurah Rai. Total penggunaan lahan Tahura Ngurah Rai tercatat sebesar kurang lebih 4,24 hektare, dengan rincian sekitar 1,31 hektare pada ruas Simpang Tugu Ngurah Rai dan sekitar 2,93 hektare pada ruas akses keluar masuk Gerbang Tol Nusa Dua. Berdasarkan hasil pemantauan, pembangunan Jalan Tol Bali Mandara tidak menimbulkan perubahan yang signifikan terhadap luasan ekosistem mangrove di kawasan tersebut.

An example of biodiversity management implementation is the Bali Mandara Toll Road operated by PT Jasamarga Bali Tol ("JBT"), where several sections of the toll road traverse the Ngurah Rai Forest Park ("Tahura") area. The total land use within Tahura Ngurah Rai is recorded at approximately 4.24 hectares, consisting of around 1.31 hectares along the Simpang Tugu Ngurah Rai section and approximately 2.93 hectares at the Nusa Dua Toll Gate access and exit sections. Based on monitoring results, the construction of the Bali Mandara Toll Road did not cause significant changes to the extent of the mangrove ecosystem in the area.

Sebagai tindak lanjut atas pemanfaatan kawasan Tahura Ngurah Rai, JBT telah menjalin kerja sama dan kolaborasi dengan Pemerintah Provinsi Bali sejak tahun 2013 dalam rangka perlindungan, pengamanan, serta rehabilitasi Kawasan Hutan Ngurah Rai. Upaya tersebut dilakukan melalui pembayaran kompensasi dan pelaksanaan penanaman mangrove. Selain itu, Perseroan juga secara rutin melakukan koordinasi dan pemantauan bersama dengan Unit Pelaksana Teknis (UPT) Tahura Ngurah Rai yang dituangkan dalam Berita Acara Pemantauan Bersama. Hasil pemantauan menunjukkan bahwa kondisi kawasan berada dalam keadaan aman dan terkendali. Kolaborasi ini direncanakan untuk terus berlanjut hingga akhir tahun 2030 sebagai bagian dari transformasi menuju pengelolaan jalan tol yang lebih ramah lingkungan.

As a follow-up to the utilization of the Ngurah Rai Tahura area, JBT has established cooperation and collaboration with the Provincial Government of Bali since 2013 in the protection, safeguarding, and rehabilitation of the Ngurah Rai Forest Area. These efforts include compensation payments and mangrove planting activities. In addition, the Company routinely conducts coordination and joint monitoring with the Technical Implementation Unit (UPT) of Ngurah Rai Tahura, documented in Joint Monitoring Reports. Monitoring results indicate that the area remains in safe and controlled condition. This collaboration is planned to continue through 2030 as part of the transformation toward more environmentally friendly toll road management.



**2013**

Perjanjian Kerja Sama (PKS) antara Gubernur Bali dengan Direktur Utama PT Jasamarga Bali Tol Nomor 075/13/pks/b.pem/ix/2013 dan Nomor 010/SPK-JBT/IX/2013 tanggal 9 September 2013 tentang Kolaborasi Pengelolaan TAHURA Ngurah Rai terkait adanya pembangunan Jalan Tol Bali Mandara.

Cooperation Agreement (PKS) between the Governor of Bali and the President Director of PT Jasamarga Bali Tol No. 075/13/PKS/B.PEM/ IX/2013 and No. 010/SPK-JBT/IX/2013 dated September 9, 2013 concerning Collaboration in the Management of TAHURA Ngurah Rai regarding the construction of the Bali Mandara Toll Road.

**2020**

Perjanjian Kerja Sama antara Kepala Dinas Kehutanan dan Lingkungan Hidup Provinsi Bali dengan PT Jasamarga Bali Tol Nomor 522/3446/DisKLH/2020 dan Nomor 003.00/ PKS/JBT-DisKLH/X/2020 tanggal 5 Oktober 2020 tentang Kerja Sama Pemanfaatan Kawasan Hutan Tahura Ngurah Rai untuk Pembangunan Strategis dan Pengelolaan Jalan Tol Bali Mandara.

Cooperation Agreement (PKS) between the Head of the Bali Province Forestry and Environment Service and PT Jasamarga Bali Tol No. 522/3446/DisKLH/2020 and No. 003.00/PKS/JBT-DisKLH/X/2020 dated October 5, 2020 concerning Cooperation in the Utilization of the TAHURA Ngurah Rai Forest Area for Strategic Development and Management of the Bali Mandara Toll Road.

Di samping Kawasan Tahura Ngurah Rai, Perseroan juga beroperasi di sekitar beberapa kawasan Hutan Produksi yang telah ditetapkan oleh Pemerintah berdasarkan Surat Keputusan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor SK.12764/MENLHKPKTL/IPSDH/PLA.1/11/2023 tentang Penetapan Peta Indikatif Penghentian Pemberian Perizinan Berusaha, Persetujuan Penggunaan Kawasan Hutan, atau Perubahan Peruntukan Kawasan Hutan Baru pada Hutan Alam Primer dan Lahan Gambut Tahun 2023 Periode II.

In addition to the Ngurah Rai Forest Park area, the Company also operates in the vicinity of several Production Forest areas designated by the Government based on the Decree of the Minister of Environment and Forestry of the Republic of Indonesia No. SK.12764/MENLHK- PKTL/IPSDH/PLA.1/11/2023 concerning the Determination of the Indicative Map for Suspension of New Business Licenses, Forest Area Utilization Approvals, or Changes in the Designation of New Forest Areas in Primary Natural Forest and Peatland for 2023 Period II.

**Daftar Wilayah Operasi Jasa Marga yang Menghasilkan Dampak pada Wilayah Konservasi dan Hutan Produksi**
Jasa Marga's Toll Roads Impacting Conservation Areas and Production Forests

| **Ruas Jalan Tol** Toll Road Project | **Luas Terdampak** Affected Area **(Ha)** | **Area Eksisting Dilewati** Existing Area Crossed | **Keanekaragaman Hayati yang Terdampak** Impacted Biodiversity | **Posisi Geografis** Geographical Position | **Dampak** Impact |
|---|---|---|---|---|---|
| Proyek Jalan Tol Jakarta – Cikampek II Selatan<br>Jakarta–Cikampek II South Toll Road | ±111,140 Ha | Hutan Produksi<br>Production Forest | - | -6°25'49" S, 107°17'43" E | Perubahan Tata Guna Lahan<br>Land Use Change |
| Proyek Jalan Tol Probolinggo – Banyuwangi Seksi I<br>Probolinggo–Banyuwangi Section I Toll Road | ±115,997 Ha | Hutan Produksi<br>Production Forest | - | -7°43'12" S, 113°35'44" E | Perubahan Tata Guna Lahan<br>Land Use Change |
| Sedyatmo + CTC | ±14,25 Ha | Hutan Produksi<br>Production Forest | | -6°7'20" S, 106°44'49" E | Perubahan Tata Guna Lahan<br>Land Use Change |
| Semarang-Batang | ±62,639 Ha | Hutan Produksi<br>Production Forest | - | -6°58'55" S, 110°17'45" E | Perubahan Tata Guna Lahan<br>Land Use Change |
| Semarang-Solo | ±22,413 Ha | Hutan Produksi<br>Production Forest | - | -7°6'34" S, 110°25'8" E | Perubahan Tata Guna Lahan<br>Land Use Change |
| Solo-Ngawi dan Ngawi-Kertosono-Kediri | ±124,17 Ha | Hutan Produksi<br>Production Forest | - | -7°23'17" S, 111°11'12" E | Perubahan Tata Guna Lahan<br>Land Use Change |
| Nusa Dua-Ngurah Rai-Benoa | ±4,24 Ha | Hutan Produksi & Taman Hutan Raya<br>Production Forest & Grand Forest Park | - | -8°47'4" S, 115°12'45" E<br>&<br>-8°47'3" S 115°12'45" E | Perubahan Tata Guna Lahan<br>Land Use Change |

Hutan Produksi yang dilalui oleh ruas jalan tol milik Jasa Marga, dilaksanakan perizinan dengan penerbitan Izin Pinjam Pakai Kawasan Hutan (IPPKH) oleh Pemerintah. Melalui IPPKH, Jasa Marga melaksanakan penyediaan lahan kompensasi serta berkoordinasi secara berkelanjutan bersama seluruh pemangku kepentingan terkait.

Production Forest areas traversed by Jasa Marga's toll road sections are subject to permitting through the issuance of Borrow-to-Use Forest Area Permits (Izin Pinjam Pakai Kawasan Hutan/IPPKH) by the Government. Through the IPPKH scheme, Jasa Marga provides compensation land and continuously coordinates with all relevant stakeholders.

## Perizinan Lingkungan Pemakaian Kawasan Hutan
### Forest Area Utilization Permits

| Izin<br>Permit | Tahun<br>Year | Unit<br>Unit | Izin Pinjam Pakai Kawasan Hutan<br>Forest Area Borrow-Use Permits (IPPKH) |
|---|---|---|---|
| IPPKH | 2019 | PT Jasamarga Japek Selatan | Keputusan Menteri LHK No. SK.423/MENLHK/SETJEN/PLA.0/7/2019 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pembangunan Ruas Jalan Tol Jakarta-Cikampek II Sisi Selatan atas nama Kementerian Pekerjaan Umum dan Perumahan Rakyat pada Kawasan Hutan Produksi Terbatas dan Kawasan Hutan Produksi tetap di Kabupaten Karawang dan Kabupaten Purwakarta, Jawa Barat, seluas +/-111,14 Hektar.<br>Minister of Environment and Forestry Decree No. SK.423/MENLHK/SETJEN/PLA.0/7/2019, granting a Forest Area Borrow-Use Permit for the Jakarta-Cikampek II South Toll Road, covering ±111.14 hectares of Limited Production Forest and Permanent Production Forest in Karawang and Purwakarta Regencies, West Java. |
| IPPKH | 2023 | PT Jasamarga Probolinggo Banyuwangi | Keputusan Menteri LHK No SK. 267/MENLHK/SETJEN/PLA.2/3/2023 tentang Persetujuan Pelepasan Kawasan Hutan Produksi Tetap untuk Pembangunan Ruas Jalan Tol Probolinggo-Banyuwangi II atas nama Kementerian Pekerjaan Umum dan Perumahan Rakyat di Kabupaten Situbondo, Provinsi Jawa Timur Seluas +/- 68 Ha (Enam Puluh Delapan Hektare).<br>Minister of Environment and Forestry Decree No. SK.267/MENLHK/SETJEN/PLA.2/3/2023, approving the Release of Permanent Production Forest for the Probolinggo-Banyuwangi Toll Road (Section II), covering ±68 hectares in Situbondo Regency, East Java<br><br>Keputusan Menteri LHK No SK. 206/MENLHK/SETJEN/PLA.0/3/2023 tentang Persetujuan Penggunaan Kawasan Hutan untuk Kegiatan Pembangunan Ruas Jalan Tol Probolinggo-Banyuwangi Seksi I atas nama Kementerian Pekerjaan Umum dan Perumahan Rakyat Seluas +/- 47,997 Ha (Empat Puluh Tujuh dan Sembilan Ratus sembilan Puluh Tujuh Perseribu Hektare) di Kabupaten Probolinggo, Provinsi Jawa Timur.<br>Ministerial Decree No. SK.206/MENLHK/SETJEN/PLA.0/3/2023, approving the Use of Production Forest for the Probolinggo-Banyuwangi Toll Road (Section I), covering ±47.997 hectares in Probolinggo Regency, East Java. |
| IPPKH | 2016 | Jasamarga *Metropolitan Tollroad Regional Division* | Keputusan Kepala BKPM No. 66/1/IPPKH/PMDN/2016 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pelebaran Jalan Tol Prof. Ir. Sedyatmo atas nama PT Jasa Marga (Persero) Tbk pada Kawasan Hutan Produksi Tetap di Kota Jakarta Utara, DKI Jakarta, seluas +/-14,25 Hektar.<br>Head of Investment Coordinating Board (BKPM) Decree No. 66/1/IPPKH/PMDN/2016, granting a Forest Area Borrow-Use Permit for the widening of Prof. Ir. Sedyatmo Toll Road in North Jakarta, DKI Jakarta, covering ±14.25 hectares of Permanent Production Forest. |
| IPPKH | 2016 | PT Jasamarga Semarang Batang | Keputusan Kepala BKPM No. SK.2/1/IPPKH/K/2016 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pembangunan Jalan Tol Semarang-Batang..<br>BKPM Decree No. SK.2/1/IPPKH/K/2016, granting a Forest Area Borrow-Use Permit for the construction of the Semarang-Batang Toll Road. |
| Persetujuan Prinsip<br>Agreement Principle | 2008 | PT Trans Marga Jateng | Surat Menteri Kehutanan No. S.766/Menhut-VII/2008 tentang Persetujuan Prinsip Penggunaan Kawasan Hutan Seluas +/-22,413 Hektar untuk Pembangunan Jalan Tol Ruas Semarang-Solo dan Sarana Penunjangnya atas nama Menteri Pekerjaan Umum Republik Indonesia di Kota Semarang dan Kabupaten Semarang, Jawa Tengah (Perubahan terakhir 2013, berlaku hingga 2015, saat ini sedang proses pengajuan IPPKH).<br>Minister of Forestry Letter No. S.766/Menhut-VII/2008, granting Principle Approval for the Use of ±22.413 hectares of Forest Area for the Semarang-Solo Toll Road and Supporting Infrastructure, under the Minister of Public Works of the Republic of Indonesia. The last amendment was in 2013, valid until 2015, and is currently under an IPPKH application process. |
| IPPKH | 2017 | PT Jasamarga Solo Ngawi dan PT Jasamarga Ngawi Kertosono Kediri | Keputusan Kepala BKPM No. 1/1/IPPKH/K/2017 tentang Izin Pinjam Pakai Kawasan Hutan untuk Pembangunan Jalan Tol Mantingan-Ngawi-Kertosono atas nama Menteri Pekerjaan Umum dan Perumahan Rakyat Seluas +/-124,17 Hektar pada Kawasan Hutan Produksi Tetap di Kabupaten Ngawi, Kabupaten Madiun dan Kabupaten Nganjuk, Jawa Timur.<br>BKPM Decree No. 1/1/IPPKH/K/2017, granting a Forest Area Borrow-Use Permit for the construction of the Mantingan-Ngawi-Kertosono Toll Road, covering ±124.17 hectares of Permanent Production Forest in Ngawi, Madiun, and Nganjuk Regencies, East Java. |

Berdasarkan kajian AMDAL pembangunan ruas jalan tol, teridentifikasi beberapa spesies yang dilindungi atau dikelola berada di sekitar atau berdekatan dengan wilayah jalan tol, diantaranya sebagai berikut:

Based on the Environmental Impact Assessment (AMDAL) study for toll road construction, several protected or managed species have been identified in or near the toll road area, including the following:

## Jumlah Spesies IUCN Red List yang berada dekat Wilayah Operasi
UCN Red List Species near Operational Areas

| No | Lingkup Usaha dan/atau Kegiatan<br>Toll Road Section / Activit | Spesies Yang Dilindungi/Dikelola<br>Protected / Managed Species | Status IUCN<br>IUCN Status |
|---|---|---|---|
| 1 | Ruas Jalan Tol Padalarang-Cileunyi<br>Padalarang–Cileunyi Toll Road | Ular Sawah (*Malayopython reticulatus*) | *Least Concern (LC)* |
| 2 | Ruas Jalan Tol Jakarta-Cikampek<br>Jakarta–Cikampek Toll Road | Burung Kuntul Putih (*Egretta alba*) | *Least Concern (LC)* |
| 3 | Ruas Jalan Tol Semarang ABC<br>Semarang ABC Toll Road | Burung Kutilang (*Pycnonotus aurigaster*) | *Least Concern (LC)* |
| 4 | Ruas Jalan Tol Surabaya-Mojokerto<br>Surabaya–Mojokerto Toll Road | Burung kacamata (*Zosterops sp*) | *Least Concern (LC)* |
| | | Alap-alap (*Falco sp*) | *Least Concern (LC)* |
| | | Sikatan (*Rhipidura javanica*) | *Least Concern (LC)* |
| 5 | Ruas Jalan Tol Gempol-Pasuruan<br>Gempol–Pasuruan Toll Road | Gelatik jawa (*Padda oryzivora*) | *Endangered (EN)* |
| | | Elang hitam (*Ictinaetus malayensis*) | *Least Concern (LC)* |
| | | Bubut (*Centropus sp*) | *Least Concern (LC)* |
| | | Alap-alap sapi (*Falco moluccensis*) | *Least Concern (LC)* |
| | | Betet biasa (*Psittacula alexandri*) | *Near Threatened (NT)* |
| | | Serindit jawa (*Loriculus pusillus*) | *Near Threatened (NT)* |
| | | Poksai (*Garrulax sp*) | *Least Concern (LC)* |
| 6 | Ruas Jalan Tol Pandaan-Malang<br>Pandaan–Malang Toll Road | Elang (*Haliastur sp*) | *Least Concern (LC)* |
| | | Serindit (*Loriculus pusillus*) | *Least Concern (LC)* |
| 7 | Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi<br>Medan–Kualanamu–Tebing Tinggi Toll Road | Burung betet (*Psittacula*) | *Vulnerable (VU)* |
| 8 | Ruas Jalan Tol Nusa Dua-Ngurah Rai-Benoa<br>Nusa Dua–Ngurah Rai–Benoa Toll Road | Pecuk-ular asia (*Anhinga melanogaster*) | *Least Concern (LC)* |
| | | Elang bondol (*Haliastur indus*) | *Least Concern (LC)* |
| | | Cangak laut (*Ardea sumatrana*) | *Least Concern (LC)* |
| | | Gajahan besar (*Numenius arquata*) | *Near Threatened (NT)* |
| | | Ibis rokoroko (*Plegadis falcinellus*) | *Least Concern (LC)* |
| | | Kakatua (*Cacatua galerita*) | *Least Concern (LC)* |
| | | Kakatua (*Cacatua sulphurea*) | *Critically Endangered (CR)* |
| 9 | Balikpapan-Samarinda | Beruang madu (*Helarctos malayanus*) | *Vulnerable (VU)* |
| | | Banteng (*Bos javanicus*) | *Critically Endangered (CR)* |
| | | Macan dahan (*Neofelis nebulosa*) | *Vulnerable (VU)* |
| | | Landak (*Hystrix brachyura*) | *Least Concern (LC)* |
| | | Owa (*Hylobates moloch*) | *Endangered (EN)* |
| | | Burung enggang (*Berenicornis comatus*) | *Endangered (EN)* |
| | | Kera (*Macaca fascicularis*) | *Vulnerable (VU)* |

| No | Lingkup Usaha dan/atau Kegiatan<br>Toll Road Section / Activit | Spesies Yang Dilindungi/Dikelola<br>Protected / Managed Species | Status IUCN<br>IUCN Status |
|---|---|---|---|
| | | Trenggiling (*Manis javanica*) | *Critically Endangered (CR)* |
| | | Biawak (*Varanus salvator*) | *Least Concern (LC)* |
| | | Rusa sambar (*Cervus unicolor*) | *Vulnerable (VU)* |
| | | Kuau besar (*Lophura sp*) | *Critically Endangered (CR)* |
| | | Kijang (*Muntiacus muntjak*) | *Least Concern (LC)* |
| | | Kukang (*Nycticebus coucang*) | *Critically Endangered (CR)* |
| | | Bekantan (*Nasalis larvatus*) | *Endangered (EN)* |
| 10 | Ruas Jalan Tol Manado-Bitung<br>Manado–Bitung Toll Road | Anggrek bulan (*Phalaenopsis sp*) | - |
| | | Edelweis | *Least Concern (LC)* |
| | | Anoa dataran rendah (*Bubalus depressicornis*) | *Endangered (EN)* |
| | | Anoa dataran tinggi (*Bubalus quarlesi*), | *Endangered (EN)* |
| | | Kera/monyet (*Macaca tonkeana*) | *Vulnerable (VU)* |
| | | Babirusa (*Babyrousa babyrussa*) | *Endangered (EN)* |
| | | Musang sulawesi (*Macrogalidia musschenbroekii*) | *Vulnerable (VU)* |
| | | Duyung (*Dugong dugon*) | *Vulnerable (VU)* |
| | | Rangkong (*Rhyticeros cassidix*) | *Vulnerable (VU)* |
| | | Maleo (*Macrocephalon maleo*) | *Critically Endangered (CR)* |
| | | Pecuk ular (*Anhinga melanogaster*) | *Least Concern (LC)* |
| | | Elang laut (*Accipiter trinotatus*) | *Least Concern (LC)* |
| | | Alap-alap (*Accipiter rhodogaster*) | *Least Concern (LC)* |
| | | Sesap madu (*Aethopyga siparaja*) | *Least Concern (LC)* |
| | | Mandar sulawesi (*Aramidopsis plateni*) | *Vulnerable (VU)* |
| | | Bangau hitam (*Ciconia episcopus*) | *Near Threatened (NT)* |
| | | Serindit sulawesi (*Loriculus exilis*) | *Least Concern (LC)* |
| | | Elang hitam (*Milvus migrans*) | *Least Concern (LC)* |
| | | Kowak merah (*Nycticorax caledonicus*) | *Least Concern (LC)* |
| | | Betet raket bercak emas (*Prioniturus platurus*) | *Least Concern (LC)* |
| | | Nuri sulawesi (*Tanygnathus sumatranus*) | *Least Concern (LC)* |
| | | Ular sanca bodo (*Python molurus*) | *Near Threatened (NT)* |
| | | Buaya (*Crocodylus porosus*) | *Least Concern (LC)* |
| | | Penyu belimbing (*Dermochelys coriacea*) | *Vulnerable (VU)* |
| | | Kura-kura (*Carettochelys sp*) | *Endangered (EN)* |
| | | Kupu-kupu bidadari (*Cethosia myrina*) | - |
| | | Kupu-kupu raja (*Troides amphrysus)* | *Least Concern (LC)* |
| | | *Troides miranda* | *Least Concern (LC)* |
| | | *Troides meoris* | - |
| | | *Troides plato* | *Data Deficient (DD)* |
| | | *Troides riedeli* | *Near Threatened (NT)* |

| No | Lingkup Usaha dan/atau Kegiatan<br>Toll Road Section / Activit | Spesies Yang Dilindungi/Dikelola<br>Protected / Managed Species | Status IUCN<br>IUCN Status |
|---|---|---|---|
| | | *Ornithoptera paradisea* | *Near Threatened (NT)* |
| | | Kima cina (*Hippopus porcellanus*) | *Vulnerable (VU)* |
| | | Kima tapak kuda (*Hippopus hippopus*) | *Vulnerable (VU)* |
| | | Triton terompet (*Charonia tritonis*) | - |
| | | Ketam tapak kuda (*Tachypleus gigas*) | *Data Deficient (DD)* |
| | | Kepala kambing (*Cassis cornuta*) | - |
| | | Nautilus berongga (*Nautilus pompilius*) | - |
| 11 | Ruas Jalan Tol Probolinggo-Banyuwangi<br>Probolinggo–Banyuwangi Toll Road | Serindit (*Loriculus pusillus*) | *Near Threatened (NT)* |

Perseroan juga senantiasa melakukan penanaman pohon sebanyak 31.130 batang pohon dengan alokasi biaya penanaman pohon sebesar Rp2.316.993.000. Kegiatan penanaman pohon yang dilakukan di tahun 2025 dan 2024 berasal dari kegiatan penanaman pohon Jasa Marga Group, sedangkan tahun 2023 hanya berasal dari Kantor Pusat Jasa Marga.

The Company also consistently carried out tree planting activities, with a total of 31,130 trees planted and a tree planting cost allocation of IDR 2,316,993,000. The tree planting activities conducted in 2025 and 2024 were derived from Jasa Marga Group-wide initiatives, while in 2023 the activities were limited to the Jasa Marga Head Office only.



### Kegiatan Penanaman Pohon
Tree Planting Activities

| Keterangan<br>Description | Satuan<br>Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Penanaman Pohon<br>Tree Planting | Batang Pohon<br>Number of Trees | 31.130 | 50.762 | 14.297 |
| Dana Penanaman pohon<br>Tree Planting Budget | Dalam Jutaan Rupiah<br>Million IDR | 2.317 | 7.092.420 | 1.828 |

## Aspek Emisi

### Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11, GRI 305-1, GRI 305-2, GRI 305-3, 305-4]

Sehubungan dengan aktivitas operasional yang melibatkan penggunaan energi, Perseroan menyadari bahwa kegiatan tersebut menghasilkan emisi gas rumah kaca (GRK). Pada tahun 2025, Perseroan telah melakukan perhitungan emisi GRK untuk periode pelaporan tahun 2025, 2024, dan 2023. Perhitungan tersebut mencakup ruang lingkup operasional yang meliputi Kantor Pusat, Kantor Regional, APJT, dan AP2JT.

Perhitungan emisi GRK Cakupan 1 diawali dengan proses identifikasi aktivitas operasional yang menghasilkan emisi serta jenis bahan bakar yang digunakan. Selanjutnya, faktor emisi (*Emission Factor/EF*) ditentukan dengan mengacu pada pedoman yang diterbitkan oleh *Intergovernmental Panel on Climate Change* (IPCC). Dalam perhitungan tersebut, Nilai

## Emissions Aspect

### Total Emissions and Intensity by Type [OJK F.11, GRI 305-1, GRI 305-2, GRI 305-3, 305-4]

Regarding operational activities involving energy use, the Company recognizes that such activities generate greenhouse gas (GHG) emissions. In 2025, the Company conducted GHG emissions calculations for the 2025, 2024, and 2023 reporting periods. The calculation covered operational boundaries including the Head Office, Regional Offices, APJT, and AP2JT.

The calculation of Scope 1 GHG emissions begins with the identification of operational activities that generate emissions and the types of fuel used. Subsequently, the emission factor (EF) is determined by referring to guidelines issued by Intergovernmental Panel on Climate Change (IPCC). In this calculation, the Net Calorific Value (NCV) is used as

Kalor Bersih (*Net Caloric Value/NCV*) digunakan sebagai dasar untuk menentukan jumlah panas yang dihasilkan dari pembakaran sejumlah bahan bakar tertentu, sesuai dengan *2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories*. Selain itu, Potensi Pemanasan Global (*Global Warming Potential/GWP*), yang merupakan indeks pembanding kemampuan masing-masing gas rumah kaca dalam memerangkap panas di atmosfer relatif terhadap karbon dioksida, turut digunakan berdasarkan referensi *IPCC Sixth Assessment Report, 2020 (AR6)* yang diterbitkan oleh IPCC.

the basis for determining the amount of heat generated from the combustion of a specific quantity of fuel, in accordance with the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories. In addition, the Global Warming Potential (GWP), which is an index comparing the ability of each greenhouse gas to trap heat in the atmosphere relative to carbon dioxide, is also applied based on the reference IPCC Sixth Assessment Report, 2020 (AR6) published by the IPCC.

Rumus perhitungan emisi karbon dioksida ekuivalen ($CO_2e$) dari aktivitas pembakaran bahan bakar adalah sebagai berikut:

**Emisi** = Jumlah Penggunaan Bahan Bakar × EF × NCV × GWP

**Keterangan:**

| | | |
|---|---|---|
| Emisi | = | Jumlah emisi CO2 yang dihasilkan |
| Penggunaan Bahan Bakar | = | Massa atau volume bahan bakar yang dibakar |
| EF | = | Faktor emisi CO2 per satuan massa atau volume bahan bakar |
| GWP | = | Potensi pemanasan global |
| NCV | = | Nilai Kalor Bersih (Solar: 36 x 10-6 TJ/Liter; Bensin: 33 x 10-6 TJ/Liter) |

The formula for calculating carbon dioxide equivalent ($CO_2e$) emissions from fuel combustion activities is as follows:

**Emissions** = Fuel Consumption×EF×NCV×GWP

**Notes:**

| | | |
|---|---|---|
| Emissions | = | Total CO2 emissions generated |
| Fuel Consumption | = | Mass or volume of fuel burned |
| EF | = | CO2 emission factor per unit of fuel mass or volume |
| GWP | = | Global Warming Potential |
| NCV | = | Net Caloric Value (Diesel: 36 × $10^{-6}$ TJ/Liter; Gasoline: 33 × $10^{-6}$ TJ/Liter) |

Untuk tahun dasar perhitungan, perusahaan menggunakan data tahun 2024, karena data pada tahun tersebut dinilai lebih komprehensif dibandingkan dengan tahun-tahun sebelumnya. Selain itu, metode perhitungan emisi juga telah diperbarui dengan mengacu pada Assessment Report keenam dari IPCC, khususnya terkait dengan pembaruan nilai Global Warming Potential (GWP). Pada tahun 2025, Perusahaan telah melakukan perhitungan berdasarkan tipe Combustion, yaitu untuk kendaraan (mobile) dan genset (stationary) sehingga perhitungan dapat lebih akurat.

For the base year of calculation, the Company used 2024 data, as it was considered more comprehensive than data from previous years. In addition, the emission calculation methodology was updated with reference to the Sixth Assessment Report of the IPCC, particularly regarding the updated Global Warming Potential (GWP) values. In 2025, the Company performed calculations based on combustion types, namely for vehicles (mobile) and generators (stationary), thereby improving the accuracy of the calculations.



### Tabel Faktor Emisi dan Nilai GWP
### Table of Emission Factors and GWP Values

| **Jenis Emisi** Emission Type | **Faktor Emisi Bensin** Gasoline Emission Factor | **Faktor Emisi Solar** Diesel Emission Factor | | **GWP** |
|---|---|---|---|---|
| | | ***Mobile*** | ***Stationary*** | |
| $CO^2$ | 69.300,00 | 74.100 | 74.100 | 1 |
| $N^2O$ | 5,70 | 3,9 | 0,6 | 273 |
| $CH^4$ | 3,80 | 3,9 | 10 | 29,80 |

**Keterangan / Note:**

Mobile : Tahun 2024 dan 2023, tidak ada perhitungan dengan masing-masing jenis tipe Combustion, sehingga seluruh aktivitas energi Solar menggunakan Faktor Emisi tipe Mobile.
Di Tahun 2025 dengan adanya perhitungan pada masing-masing tipe Combustion, dimana ada tipe Mobile dan tipe Stationary, sehingga faktor emisi digunakan sesuai aktivitas energi solar masing-masing

GWP : Nilai GWP terbaru digunakan untuk tahun 2025, 2024 dan 2023, sehingga terdapat restatement nilai emisi scope 1 pada tahun 2024 dan 2023

Mobile : In 2024 and 2023, no calculations were performed by specific combustion types; therefore, all diesel energy consumption was calculated using the Mobile emission factor.
In 2025, with the introduction of calculations by combustion type, namely Mobile and Stationary, emission factors were applied in accordance with the respective diesel energy activities.

GWP : The latest GWP values were applied for 2025, 2024, and 2023, resulting in a restatement of Scope 1 emission values for 2024 and 2023.

Dari rumus perhitungan dan nilai masing masing faktor tersebut didapatkan nilai Emisi GRK Cakupan 1 sebagai berikut.

Based on these values, the Scope 1 GHG Emissions for each year are as follows:

## Tabel Emisi GRK Cakupan 1
Table of Scope 1 GHG Emissions

| Keterangan Description | 2025 (TJ) | 2024 (TJ) | 2023 (TJ) | 2025 ($kgCO^2eq$) | 2024* ($kgCO^2eq$) | 2023* ($kgCO^2eq$) |
|---|---|---|---|---|---|---|
| Bensin Gasoline | 138,07 | 151,58 | 39,85 | 9.798.906,64 | 10.765.620,38 | 2.821.173,75 |
| Solar Diesel | 119,91 | 112,22 | 28,16 | 9.021.746,93 | 8.437.522,64 | 2.119.787,32 |
| **Total** | 257,89 | 263,79 | 67,91 | 18.820.653,57 | 19.203.143,02 | 4.940.961,07 |
| **Total (TonCO2eq)** | | | | 18.820,65 | 19.203,14 | 4.940,96 |

**Keterangan / Note:**
*) Disajikan kembali / Restated figures

Perhitungan emisi GRK tidak langsung (Cakupan 2) dilakukan terhadap konsumsi listrik yang digunakan dalam kegiatan operasional Perseroan. Emisi tersebut dihitung dengan mengalikan total konsumsi listrik tahunan dalam satuan kilowatt-hour (kWh) dengan *average grid emission factor* yang diterbitkan oleh Kementerian Energi dan Sumber Daya Mineral (ESDM). Faktor emisi yang digunakan mengacu pada Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) PT PLN (Persero) Tahun 2015–2024, serta disesuaikan dengan wilayah operasional masing-masing ruas jalan tol.

The calculation of indirect GHG emissions (Scope 2) is conducted based on electricity consumption used in the Company's operational activities. These emissions are calculated by multiplying the total annual electricity consumption in kilowatt-hours (kWh) by the average grid emission factor issued by the Ministry of Energy and Mineral Resources (ESDM). The emission factors used refer to the Electricity Supply Business Plan (RUPTL) of PT PLN (Persero) 2015–2024 and are adjusted according to the operational regions of each toll road section.

## Tabel Emisi GRK Cakupan 2
Table of Emisi Scope 2 GHG Emissions

| Keterangan Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Penggunaan Listrik Electricity Consumption | kWh | 67.006.623,69 | 68.287.087,88 | 35.859.977 |
| **Emisi yang Dihasilkan Emissions Generated** | **$tonCO^2eq$)** | 52.485,79 | **58.866,90** | **30.964,69** |

Emisi gas rumah kaca tidak langsung (cakupan 3) tahun 2025 yang diukur oleh Perseroan mencakup emisi GRK Kategori 6.

Indirect greenhouse gas (GHG) emissions (Scope 3) in 2025 measured by the Company included Category 6 emissions.

Adapun emisi gas rumah kaca Cakupan 3 yang dihasilkan dari aktivitas tersebut adalah sebagai berikut:

The Scope 3 greenhouse gas emissions generated from these activities are as follows:

### Tabel Emisi GRK Cakupan 3 (Perjalanan Dinas)
Table of Scope 3 GHG Emissions (Business Travel)

| Sumber Emisi GRK<br>Sources of GHG Emissions | Satuan<br>Unit | 2025 | 2024* | 2023** |
|---|---|---|---|---|
| Kategori 6 - Perjalanan dinas karyawan<br>Category 6 - Employee business travel | ton$CO^2$eq | 614,46 | 643,26 | 200,32 |
| Kategori 7 - Perjalan komuter karyawan rumah - kantor<br>Category 7 - Home - office employee commuting | ton$CO^2$eq | - | 5.987,95 | - |
| **Total Emisi GRK Cakupan 3**<br>**Total Scope 3 GHG Emissions** | **Ton $CO_2$-eq** | 614,46 | **6.631,21** | **200,32** |

**Keterangan / Note:**
* Emisi Cakupan 3 di tahun 2024 mencakup seluruh informasi dari Jasa Marga Group
Scope 3 emissions in 2024 include all information from Jasa Marga Group
** Emisi Cakupan 3 di tahun 2023 hanya mencakup Kantor Pusat Jasa Marga
Scope 3 emissions in 2023 only include Jasa Marga Head Office

### Tabel Intensitas Emisi GRK Cakupan 1, 2 dan 3
Table of GHG Emission Intensity for Scope 1, 2, and 3

| Keterangan<br>Description | Satuan<br>Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Emisi GRK Cakupan 1<br>Scope 1 GHG Emissions | Ton $CO_2$-eq | 18.820,65 | 19.203,14 | 4.940,96 |
| Emisi GRK Cakupan 2<br>Scope 2 GHG Emissions | Ton $CO_2$-eq | 52.485,79 | 58.866,90 | 30.964,69 |
| Emisi GRK Cakupan 3<br>Scope 3 GHG Emissions | Ton $CO_2$-eq | 614,46 | 6.631,21 | 200,32 |
| **Total Emisi GRK**<br>**Total GHG Emissions** | **Ton $CO_2$-eq** | 71.920,90 | **78.070,04** | **35.905,65** |
| Pendapatan*<br>Revenue | Dalam Juta Rupiah | 29.890 | 31.756 | 24.807 |
| Panjang Ruas Jalan Tol yang Dikelola<br>Total Managed Toll Road Length | Km | 1.294 | 1.286 | 1.264 |
| **Intensitas Emisi GRK Cakupan 1 dan 2/Pendapatan**<br>**Scope 1 and 2 GHG Emission Intensity/Revenue** | **Ton $CO_2$-eq/ Juta Rupiah**<br>**Ton $CO_2$-eq/ Million Rupiah** | 2,39 | **2,46** | **1,45** |
| **Intensitas Emisi GRK Cakupan 1, 2, dan 3/Km**<br>**GHG Emissions Intensity for Scope 1, 2, and 3 per km** | **Ton $CO_2$-eq/ Juta Rupiah**<br>**Ton $CO_2$-eq/ Million Rupiah** | 2,41 | **2,95** | **1,69** |
| **Intensitas Emisi GRK Cakupan 1, 2 dan 3/Produksi**<br>GHG Emission Intensity Scope 1, 2 and 3 per Production | **Ton $CO_2$-eq/Km** | 55,58 | **65,86** | **28,56** |

**Keterangan / Note:**
* Disajikan kembali / Restated figures

## Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12, GRI 305-5]

Perseroan memahami bahwa penggunaan energi dalam kegiatan operasional berpotensi meningkatkan emisi yang berdampak pada lingkungan. Meski demikian, Perseroan secara konsisten melakukan berbagai langkah untuk menurunkan emisi Gas Rumah Kaca (GRK) sebagai bagian dari kontribusi terhadap pencapaian target net zero emission nasional. Jasa Marga berkomitmen mengurangi emisi melalui pemanfaatan panel surya sebagai sumber energi baru terbarukan untuk memenuhi kebutuhan listrik di Kantor Pusat, serta memperluas penggunaan energi surya dalam aktivitas operasional. Selain itu, terdapat inisiatif penggunaan kendaraan listrik yang telah tertuang dalam Surat Keputusan Direksi Nomor: 48/KPTS/2021 tentang Kendaraan Dinas Perusahaan sebagaimana diubah terakhir dengan Surat Keputusan Direksi Nomor: 212/KPTS/2024 tentang Perubahan Ketiga Atas Keputusan Direksi Nomor: 48/KPTS/2021 tentang Kendaraan Dinas Perusahaan. Upaya pengurangan emisi yang dihasilkan sejalan dengan upaya Perseroan dalam mengurangi penggunaan energi yang telah disampaikan pada bagian Aspek Energi.

Perseroan juga menerapkan inisiatif pengurangan emisi di ruas jalan tol yaitu dengan melakukan penanaman pohon sebanyak 31.130 batang pohon di tahun 2025.

## Efforts and Achievements in Emission Reduction [OJK F.12, GRI 305-5]

The Company understands that the use of energy in operational activities has the potential to increase emissions that impact the environment. Nevertheless, the Company consistently implements various measures to reduce greenhouse gas (GHG) emissions as part of its contribution to achieving the national net zero emission target. Jasa Marga is committed to reducing emissions through the utilization of solar panels as a renewable energy source to meet electricity needs at the Head Office, and expanding the use of solar energy in operational activities. In addition, there were initiatives to utilize electric vehicles that regulated under Board of Directors Decree No. 48/KPTS/2021 concerning Company Official Vehicles, as most recently amended by Board of Directors Decree No. 212/KPTS/2024 concerning the Third Amendment to Decree No. 48/KPTS/2021 on Company Official Vehicles. These emission reduction efforts are aligned with the Company's initiatives to reduce energy consumption as described in the Energy Aspect section.

The Company also implements emission reduction initiatives along toll road sections by planting 31,130 trees in 2025.



## Inisiatif Perusahaan Menangani Emisi di Ruas Tol
### Company Initiatives in Managing Emissions on Toll Road Sections

**31.130** Batang
Stem

Saat ini terdapat 11 lokasi nursery yang tersebar di seluruh ruas jalan tol Jasa Marga. Nursery Baros yang dikelola Regional Metropolitan merupakan nursery terbesar yang dapat dijadikan benchmark dalam pengembangan nursery lainnya

Currently, there are 11 nursery locations spread across all Jasa Marga toll road sections. The Baros Nursery, managed by the Metropolitan Regional Division, is the largest nursery and serves as a benchmark for the development of other nurseries.

Nursery Baros menargetkan produksi 15-50 ribu tanaman per tahun dengan ± 15 jenis tanaman yang dapat ditanam di kondor jalan tol. Selai tanaman Nursery Baros juga memproduksi pupuk kompos yang didapat dari pengelolaan limbah.

The Baros Nursery targets the production of 15,000 to 50,000 plants per year, consisting of approximately 15 types of plants suitable for toll road corridor conditions. In addition to plants, the Baros Nursery also produces compost fertilizer derived from waste management activities.

Produksi Pohon dapat diperhitungkan sebagai pengurangan emisi di koridor jalan tol melalui penyerapan karbon (carbon sink).

Inisiatif ini mendukung peningkatan kinerja ESG perusahaan, dapat dimasukkan dalam mekanisme corbon offset atau carbon trading sesuai regulasi Nilai Ekonomi Karbon (Permen LHK No. 21/2022), serta berpotensi menjadi bagian dari skema green financing seperti sustainabillity linked loan.

Tree production can be accounted for as an emissions reduction initiative within toll road corridors through carbon sequestration (carbon sink).

This initiative supports the improvement of the Company's ESG performance and may be incorporated into carbon offset or carbon trading mechanisms in accordance with Carbon Economic Value regulations (Minister of Environment and Forestry Regulation No. 21/2022). It also has the potential to be included in green financing schemes such as sustainability-linked loans.

Perseroan secara berkelanjutan menjalankan berbagai upaya untuk menekan emisi yang dihasilkan dari aktivitas operasional. Upaya tersebut antara lain dilakukan melalui penggunaan kendaraan operasional berbasis teknologi *hybrid* dan *electric vehicle*, peningkatan pemanfaatan energi terbarukan, serta penerapan solusi berbasis alam melalui kegiatan penghijauan di sepanjang area jalan tol dan kawasan rest area. Selain implementasi inisiatif tersebut, dilakukan pula kajian terhadap efektivitas upaya pengurangan emisi yang telah dijalankan. Evaluasi ini menjadi dasar dalam penyusunan strategi yang lebih efektif dan efisien ke depan, sehingga memungkinkan penetapan target pengurangan emisi yang terukur dan selaras dengan kapasitas serta kondisi operasional perusahaan.

The Company continuously implements various initiatives to reduce emissions generated from operational activities. These efforts include the use of hybrid and electric vehicle-based operational fleets, increased utilization of renewable energy, and nature-based solutions through tree planting activities along toll road corridors and rest area zones. In addition to implementing these initiatives, the Company also conducts assessments of their effectiveness. These evaluations serve as the basis for developing more effective and efficient future strategies, enabling the establishment of measurable emission reduction targets aligned with the Company's operational capacity and conditions.

Hingga akhir tahun 2025, Perseroan telah mengukur emisi GRK Cakupan 1 dari seluruh kegiatan operasional, namun sampai Perseroan belum melakukan penghilangan GRK, perdagangan GRK (GHG *trades*), maupun pemanfaatan *storage pool*. Oleh karena itu, rincian total penghilangan GRK berdasarkan jenis *storage pool*, kriteria pengelolaan risiko ketidakpermanenan, tujuan penggunaan penghilangan GRK, dan dampak terhadap manusia, masyarakat lokal, masyarakat adat, atau keanekaragaman hayati, belum tersedia. Selain itu, Partisipasi Perseroan dalam pasar karbon masih di tahap kajian dengan mempertimbangkan perkembangan regulasi serta keselarasan dengan strategi keberlanjutan Perusahaan di masa depan. Oleh karena itu, tidak terdapat jumlah kredit karbon yang dapat disajikan baik dari proyek penghilangan (*removal*) maupun pengurangan (*reduction*) emisi, sehingga Perusahaan tidak melakukan pembatalan (*cancellation*) kredit karbon pada periode pelaporan.

As of the end of 2025, the Company has measured Scope 1 GHG emissions from all operational activities; however, it has not yet undertaken GHG removals, GHG trading, or the use of storage pools. Therefore, details of total GHG removals by storage pool type, permanence risk management criteria, intended use of removals, and impacts on humans, local communities, indigenous peoples, or biodiversity are not yet available. Furthermore, the Company's participation in the carbon market is still under review, taking into account regulatory developments and alignment with the Company's future sustainability strategy. Accordingly, there are no carbon credits available from either removal or reduction projects, and no carbon credit cancellations were made during the reporting period.

Di tahun 2025, Perseroan berhasil menurunkan emisi yang dihasilkan dari aktivitas Perseroan baik pada Cakupan 1, Cakupan 2, maupun Cakupan 3 Kategori 6 terkait Perjalanan Bisnis. Emisi Cakupan 1 berkurang menjadi sebesar 18.820,65 TonCO2eq dari sebelumnya pada tahun 2024 sebesar 19.203,14 TonCO2eq. Emisi Cakupan 2 berkurang menjadi sebesar 52.485,79 TonCO2eq dari sebelumnya pada tahun 2024 sebesar 58.866,9 TonCO2eq. Sedangkan emisi Cakupan 3 Kategori 6 terkait perjalanan bisnis berkurang menjadi sebesar 614,46 TonCO2eq dari sebelumnya pada tahun 2024 sebesar 643,26 TonCO2eq, namun Perseroan tidak melakukan pengukuran emisi Cakupan 3 Kategori 7 terkait Perjalanan Karyawan dari rumah ke kantor dan sebaliknya.

In 2025, the Company successfully reduced emissions generated from its activities across Scope 1, Scope 2, and Scope 3 Category 6 related to business travel. Scope 1 emissions decreased to 18,820.65 $tCO_2e$ from 19,203.14 TonCO2eq in 2024. Scope 2 emissions decreased to 52,485.79 TonCO2eq from 58,866.9 TonCO2eq in 2024. Meanwhile, Scope 3 Category 6 emissions related to business travel decreased to 614.46 TonCO2eq from TonCO2eq.26 TonCO2eq in 2024; however, the Company did not measure Scope 3 Category 7 emissions related to employee commuting from home to office and vice versa.

## Strategi Penanganan Perubahan Iklim

Perseroan telah memiliki NZE dengan mempertimbangkan perkembangan regulasi terkini. Penyusunan roadmap ESG juga diselaraskan dengan RJPP 2025-2029 Perseroan. *Roadmap* ESG Jasa Marga dibuat sejalan dengan *roadmap* Otoritas Jasa Keuangan (OJK) dalam rencana pengadopsian IFRS sebagai standar pelaporan terkait pengungkapan dampak perubahan iklim, serta *roadmap* jalan tol berkelanjutan yang disusun oleh Kementrian Pekerjaan Umum (PU) dan Kementrian Perumahan dan Kawasan Permukiman (PKP) untuk periode 2020-2024. Roadmap NZE merupakan target penurunan emisi GRK bruto cakupan 1, cakupan 2, dan cakupan 3 jangka pendek, jangka menengah maupun jangka panjang.

Terkait dengan pengurangan emisi GRK bruto cakupan 1 Perseroan belum mengukur emisi $CO_2$ biogenik. Emisi GRK cakupan 1 hanya berasal dari penggunaan BBM Perseroan. Untuk target pengurangan emisi GRK bruto cakupan 2, Perseroan menggunakan metode *location-based*, yang menghitung emisi berdasarkan faktor emisi rata-rata listrik di seluruh wilayah operasional Perseroan. Metode ini mencerminkan intensitas emisi listrik dari *grid* lokal yang digunakan, tanpa memperhitungkan pembelian energi terbarukan atau sertifikat energi hijau. Terkait dengan pengurangan emisi GRK bruto cakupan 3 yaitu berasal dari perjalanan dinas yang dilakukan oleh karyawan Perseroan.

Penyusunan skenario NZE merupakan langkah strategis yang krusial bagi perusahaan dalam menghadapi tantangan perubahan iklim. Skenario NZE yang disusun oleh perusahaan berfokus pada cakupan 1 dan 2, yang mencakup emisi yang dapat langsung dikontrol oleh Perseroan. Skenario di bawah ini menggunakan data-data berikut:

- Harga karbon 2025-2029 : ±$5 ~ Rp 77.000
- Harga karbon >2030 : ±$20 ~ Rp 300.000

## Climate Change Mitigation Strategy

The Company has established a Net Zero Emission (NZE) roadmap by taking into account the latest regulatory developments. The ESG roadmap has also been aligned with the Company's 2025–2029 Long-Term Corporate Plan (RJPP). The Jasa Marga ESG roadmap is developed in accordance with the Financial Services Authority (OJK) roadmap regarding the planned adoption of IFRS standards for climate-related financial disclosure, as well as the sustainable toll road roadmap issued by the Ministry of Public Works and the Ministry of Housing and Settlement Areas for the 2020–2024 period. The NZE roadmap represents short-, medium-, and long-term targets for reducing gross GHG emissions across Scope 1, Scope 2, and Scope 3.

For Scope 1 gross GHG emission reduction, the Company has not yet measured biogenic $CO_2$ emissions. Scope 1 emissions are derived solely from the Company's fuel (BBM) consumption. For Scope 2 gross GHG emission reduction targets, the Company uses the location-based method, which calculates emissions based on the average electricity emission factor across all operational areas. This method reflects the emission intensity of the local electricity grid without taking into account renewable energy purchases or green energy certificates. Regarding Scope 3 gross GHG emissions reduction, emissions originate from employee business travel.

The development of the NZE scenario is a critical strategic step for the Company in addressing climate change challenges. The scenario focuses on Scope 1 and Scope 2 emissions, which represent emissions directly controlled by the Company. The scenario is based on the following assumptions:

- Carbon price 2025–2029: ±$5 ~ IDR 77,000
- Carbon price after 2030: ±$20 ~ IDR 300,000

Roadmap NZE yang dikembangkan Perseroan yang digambarkan sebagai berikut.

The Company's NZE roadmap is illustrated as follows.

## *Roadmap Net Zero Emission*

1. **Skenario NZE 1 Berdasarkan Persentase dari Dana CSR**
   Skenario berdasarkan RKAP Dana CSR 2023 sebesar Rp 13.000.000.00 Juta.

   **Keunggulan**
   Memiliki **parameter yang fix**, yaitu berupa pendekatan finansial dari persentase terhadap jumlah RKAP dana TJSL di tahun 2023. Sehingga dapat memberikan **kejelasan** dan **kepastian** dalam **perencanaan anggaran.**

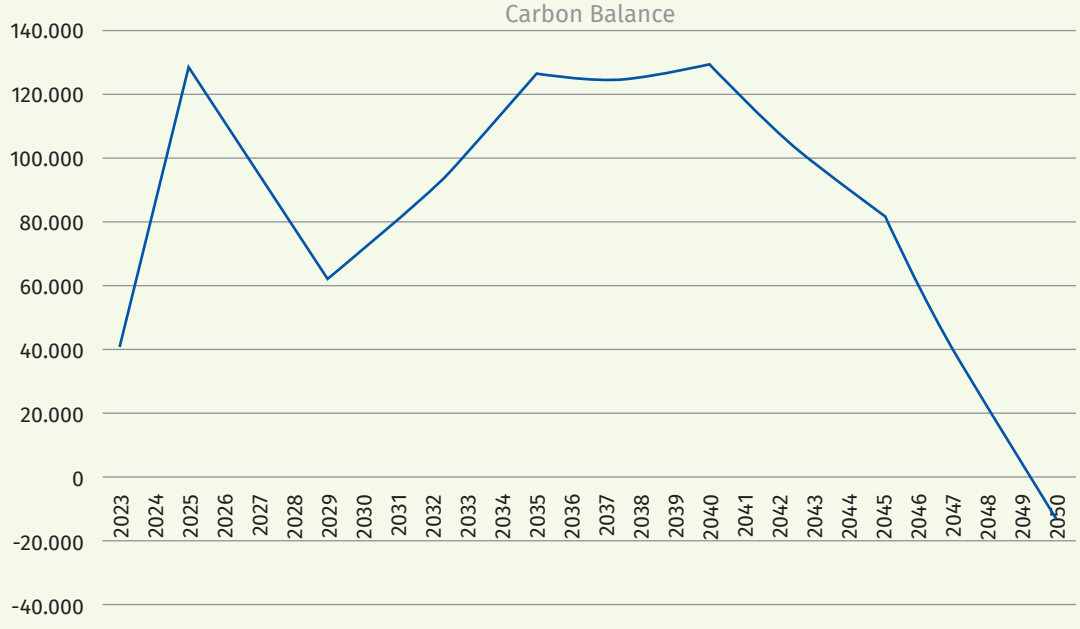
   **Kekurangan**
   Persentase yang tertera **tidak menggambarkan persen reduksi emisi** perusahaan, sehingga **tidak dapat dibandingkan** dengan peers. Hal ini membuat **sulit** untuk **menilai efektivitas** dan **ambisi skenario** ini dalam konteks industri yang lebih luas.

1. **NZE Scenario 1 Based on CSR Fund Percentage**
   This scenario is based on the 2023 Work and Budget Plan (RKAP) CSR fund of IDR 13,000,000.00 million.

   **Advantages**
   It uses a fixed parameter, namely a financial approach based on the percentage of the TJSL budget allocation in 2023. This provides clarity and certainty in budget planning.

   **Disadvantages**
   The stated percentage does not reflect the company's emission reduction percentage, making it not comparable with peers. This makes it difficult to assess the effectiveness and ambition of the scenario in a broader industry context.

**Kesetimbangan Karbon**
Carbon Balance



Skenario NZE ini memiliki target berupa persentase dana yang dialokasikan terhadap pengeluaran dana CSR di tahun 2023. Skenario ini dilakukan dengan mengalokasikan dana operasional pada tahun 2026 sebesar 30% dari dana CSR pada tahun 2023, yang jumlahnya setara dengan 3,9 miliar Rupiah. Peningkatan alokasi dana ini akan dilakukan secara bertahap setiap tahunnya, dengan tujuan untuk mencapai Net Zero pada tahun 2050.

Strategi alokasi dana ini dirancang untuk memastikan bahwa Jasa Marga dapat mendukung berbagai inisiatif dan program yang bertujuan mengurangi emisi karbon dan meningkatkan keberlanjutan lingkungan. Dengan perencanaan yang matang, alokasi dana operasional ini akan meningkat secara signifikan dari tahun ke tahun.

Pada tahun 2050, Jasa Marga menargetkan untuk mengalokasikan dana operasional yang setara dengan 200% dari dana CSR tahun 2023, yaitu sebesar 26 miliar Rupiah.



**2. Skenario NZE 2 Berdasarkan Persentase dari Akumulasi Emisi per Tahun**

**Keunggulan**
Menggunakan **pendekatan berbasis proyek** sehingga dapat lebih **fleksibel** dalam mengimplementasikan penurunan emisi. Fleksibilitas ini memungkinkan perusahaan untuk menyesuaikan strategi dan sumber daya berdasarkan kebutuhan dan kondisi spesifik setiap proyek. Memiliki **grafik yang ideal**, dimana **pengurangan emisi lebih cepat** dibandingkan dengan skenario lainnya dan **menurun secara bertahap.**

**Kekurangan**
Persentase yang tertera merupakan persentase terhadap **akumulasi emisi per tahun**, sehingga **ukurannya berubah-ubah** dipengaruhi oleh beberapa faktor, diantaranya tingkat produksi, dan faktor tidak terduga lainnya. Sehingga untuk p**erencanaan anggaran sulit dipastikan** karena kebutuhan untuk project tidak dapat diprediksi. Selain itu, persentase **tidak dapat dibandingkan** dengan perusahaan peers dari industri sejenis.

This NZE scenario targets the percentage of funds allocated against CSR expenditure in 2023. The scenario is implemented by allocating operational funds in 2026 equivalent to 30% of the 2023 CSR budget, amounting to IDR 3.9 billion. This increase in fund allocation will be carried out gradually each year, with the objective of achieving Net Zero by 2050.

Strategi alokasi dana ini dirancang untuk memastikan bahwa Jasa Marga dapat mendukung berbagai inisiatif dan program yang bertujuan mengurangi emisi karbon dan meningkatkan keberlanjutan lingkungan. Dengan perencanaan yang matang, alokasi dana operasional ini akan meningkat secara signifikan dari tahun ke tahun.

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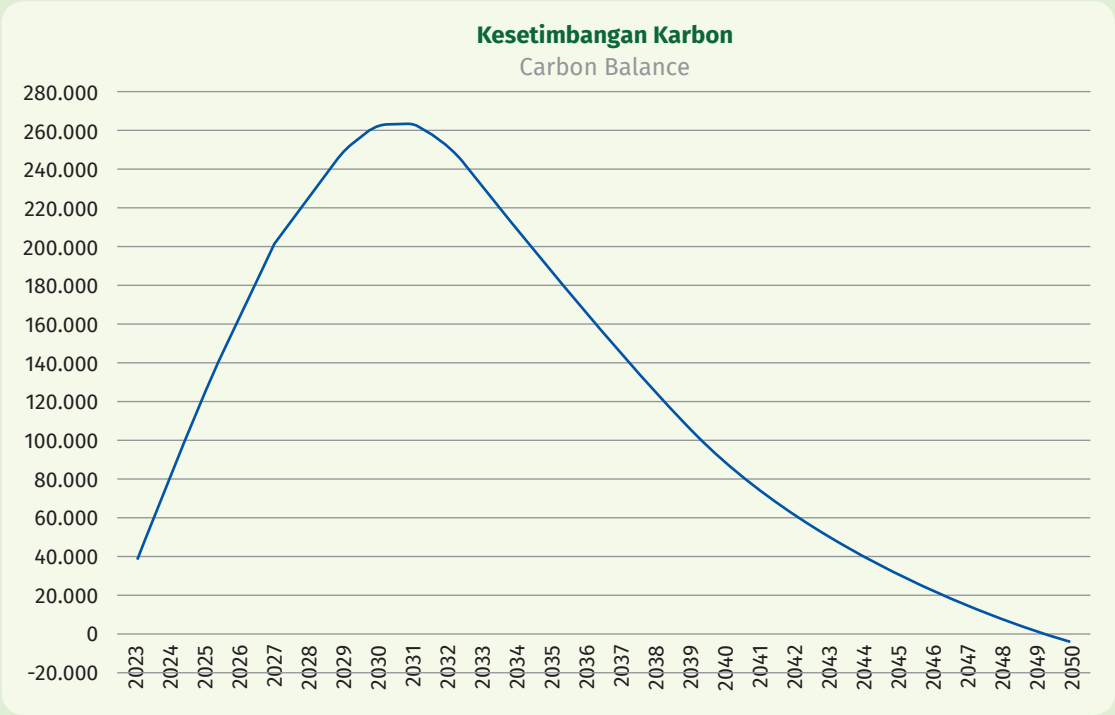





**3. Skenario NZE 3 Berdasarkan Persentase dari Akumulasi Emisi sampai dengan Tahun 2050**

**Keunggulan**

Menggunakan **pendekatan berbasis proyek** sehingga dapat lebih **fleksibel** dalam mengimplementasikan penurunan emisi. Selain itu, persentase yang tertera merupakan persen reduksi emisi Jasa Marga secara keseluruhan sampai dengan tahun 2050, sehingga data **dapat dibandingkan dengan perusahaan peers** di industri sejenis.

**Kekurangan**

Dikarenakan menggunakan pendekatan berbasis proyek, maka memungkintan untuk **kesulitan** dalam **memproyeksikan kebutuhan biaya** untuk menjalankan proyek tersebut. Selain itu, grafik **penurunan emisi sedikit lebih lambat**, sehingga menunjukkan penurunan yang agak curam di tahun-tahun terakhir. Hal ini membutuhkan **inisiatif ekstra** yang selaras dengan **peningkatan pengeluaran** di tahun-tahun tersebut.

**3. NZE Scenario 3 Based on Percentage of Cumulative Emissions up to 2050****

**Advantages**

This scenario uses a project-based approach, allowing greater flexibility in implementing emission reduction initiatives. In addition, the percentage reflects the Company's overall emission reduction target up to 2050, enabling comparability with peers in the same industry.

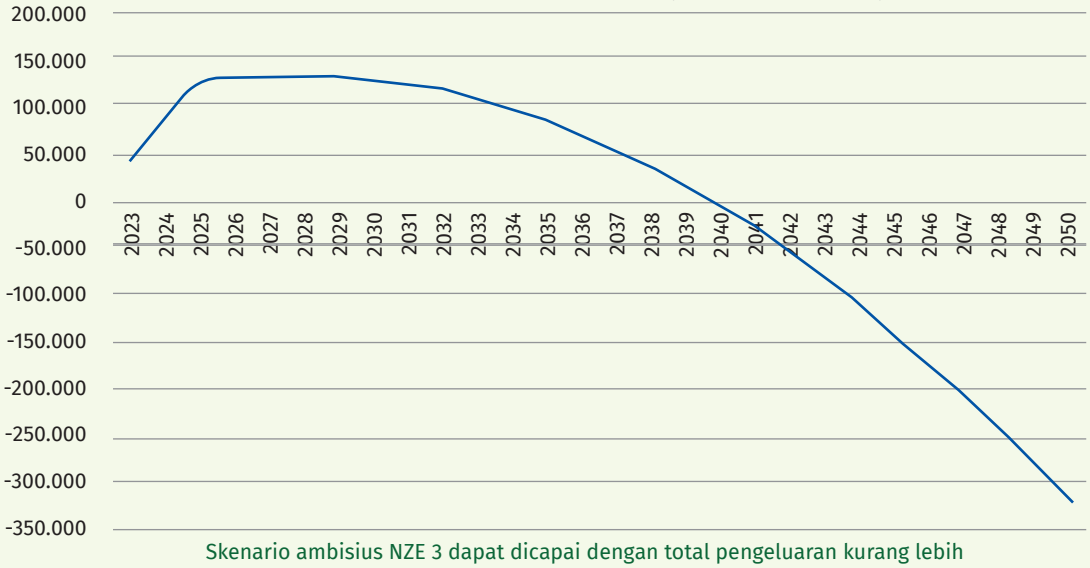
**Disadvantages**

Due to its project-based approach, this scenario may present challenges in projecting the required costs for implementing the projects. In addition, the emission reduction trajectory is relatively slower, resulting in a steeper decline in the later years. This requires additional initiatives aligned with increased expenditures in those years.

**A. Skema Ambisius 2040**

A. Skema Ambisius 2040

**Kesetimbangan Karbon**
**Skenario NZE 3 Skema Ambisius**
Carbon Balance – NZE Scenario 3 (Ambitious Scheme)




Skenario ambisius NZE 3 dapat dicapai dengan total pengeluaran kurang lebih Rp 507.451.326.376 sampai dengan 2050.
The ambitious NZE Scenario 3 can be achieved with a total estimated expenditure of approximately IDR 507,451,326,376 up to 2050.

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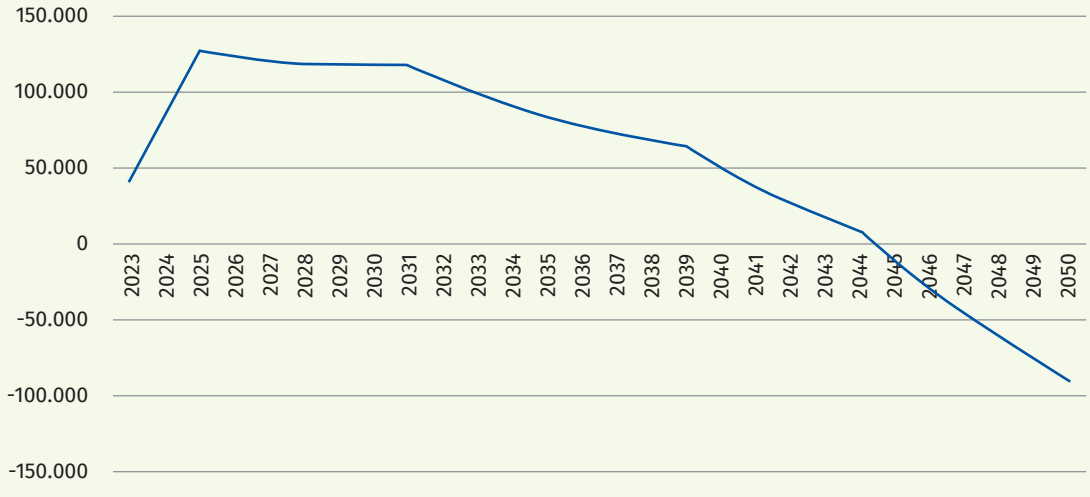
**B. Skema Moderate 2045**

B. Skema Moderate 2045

**Kesetimbangan Karbon Skema Moderate**
Carbon Balance Moderate Scheme

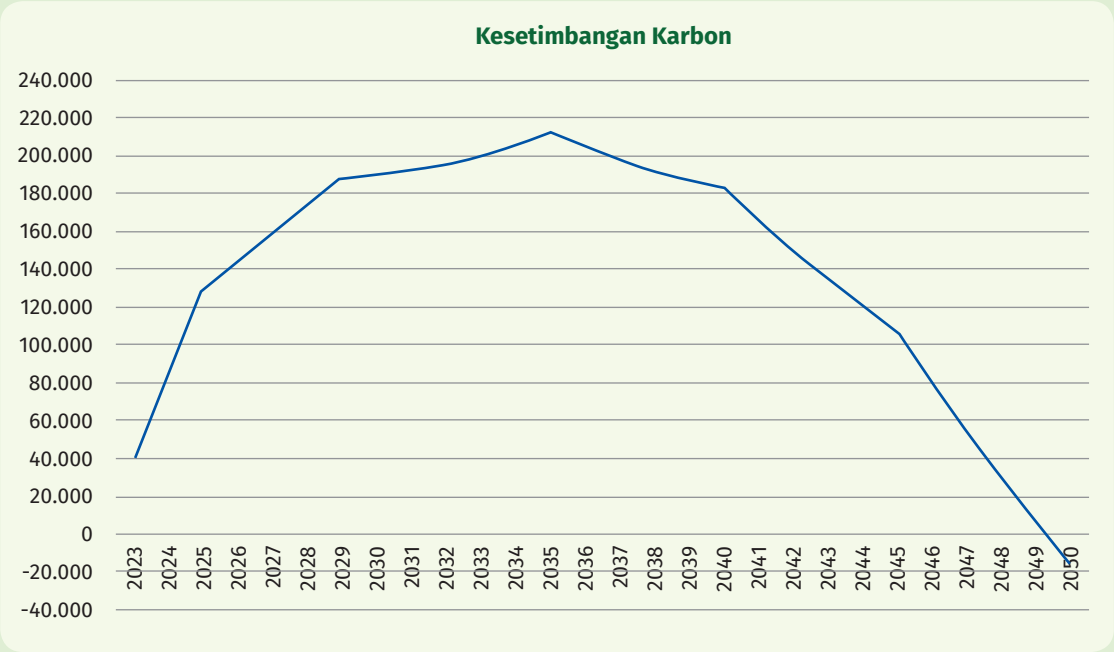


Skenario moderate NZE 3 dapat dicapai dengan total pengeluaran kurang lebih Rp447.290.470.281 sampai dengan 2050.

The ambitious NZE Scenario 3 can be achieved with a total estimated expenditure of approximately IDR Rp447.290.470.281 up to 2050.

**C. Skema Normal 2050**

**C. Normal Scheme 2050**




Skenario normal NZE 3 dapat dicapai dengan total pengeluaran kurang lebih Rp 440.042.167.602 sampai dengan 2050.

The normal NZE Scenario 3 can be achieved with a total estimated expenditure of approximately IDR 440,042,167,602 up to 2050.

Skenario NZE ini memiliki target berupa persentase emisi yang direduksi terhadap jumlah emisi yang terakumulasi hingga tahun 2050. Skenario ini dilakukan dengan reduksi mulai dari 2% di tahun 2026 dan secara progresif meningkat hingga mencapai pengurangan total 100% pada tahun 2050.

This scenario targets emission reductions based on the percentage of emissions reduced against total accumulated emissions up to 2050. This scenario is implemented with a reduction starting at 2% in 2026 and progressively increasing until reaching a total reduction of 100% in 2050.

Pada tahun 2026, untuk mencapai pengurangan emisi sebesar 2%, Jasa Marga memerlukan alokasi dana sekitar 2,3 miliar Rupiah. Dari tahun ke tahun, persentase pengurangan emisi akan meningkat secara bertahap, hingga untuk mereduksi 6% emisi pada tahun 2050 membutuhkan dana sekitar 28M

In 2026, to achieve a 2% emission reduction, Jasa Marga requires an allocation of approximately IDR 2.3 billion. From year to year, the emission reduction percentage increases gradually, with the requirement to reduce 6% emissions in 2050 requiring an estimated budget of around IDR 28 billion.

## Pengendalian Emisi Penipis Lapisan Ozon
**[GRI 305-6]**

Selama tahun 2025, Perseroan tidak memproduksi, mengimpor dan mengekspor *ozon depleting substance*.

## Beban Emisi Non GRK [GRI 305-7]

Selain melakukan pengukuran emisi gas rumah kaca, Perseroan juga melaksanakan pemantauan terhadap emisi non-GRK berupa emisi udara. Pemantauan ini dilakukan sebagai bentuk kepatuhan terhadap ketentuan lingkungan serta sebagai upaya pengendalian dampak lingkungan yang hasilnya digunakan sebagai bahan masukan bagi Pemerintah selaku otoritas pengelola dan pengendali jalan tol, dengan mengacu pada kesesuaian terhadap baku mutu lingkungan yang berlaku. Berdasarkan hasil pemantauan rutin selama tahun 2025, rata-rata kualitas udara di ruas-ruas jalan tol yang dimiliki maupun dioperasikan berada di bawah ambang batas yang dipersyaratkan. Namun demikian, hingga saat ini belum dilakukan pengukuran kualitas emisi udara untuk parameter *persistent organic pollutants* (POP), *volatile organic compounds* (VOC), dan *hazardous air pollutants* (HAP). Hal tersebut disebabkan karena kegiatan operasional Jasa Marga tidak termasuk dalam kategori industri yang secara spesifik diwajibkan untuk melakukan pengukuran terhadap parameter-parameter tersebut sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

## Control of Ozone-Depleting Emissions
**[GRI 305-6]**

In 2025, the Company did not produce, import, or export ozone-depleting substances.

## Non-GHG Emissions [GRI 305-7]

In addition to measuring greenhouse gas emissions, the Company also conducts monitoring of non-GHG emissions in the form of air emissions. This monitoring is carried out as part of compliance with environmental regulations and as an effort to control environmental impacts, with the results used as input for the Government as the authority responsible for toll road management and control, in accordance with applicable environmental quality standards. Based on routine monitoring results throughout 2025, the average air quality along the toll road sections owned and/or operated by the Company remained below the required threshold limits. However, to date, air emission quality measurements for persistent organic pollutants (POPs), volatile organic compounds (VOCs), and hazardous air pollutants (HAPs) have not been conducted. This is due to the fact that the Company's operational activities are not classified as industries that are specifically required to measure these parameters under applicable laws and regulations.



**Tabel Emisi Non GRK atas Pengukuran Kualitas Udara Ambien Tahun 2025**
**Table of Non-GHG Emissions from Ambient Air Quality Measurement in 2025**

| Parameter | Metode Method | Alat Pengukuran Measurement Tool | Satuan Unit | Kualitas Udara Air Quality | | | |
|---|---|---|---|---|---|---|---|
| | | | | Baku Mutu Standard | Terendah Lowest | Tertinggi Highest | Rata-rata Average |
| SO2 | Pararosalin | Spektrofotometer | µg/m3 | 150 | 5,64 | 511 | 36,27 |
| CO | NDIR | Gas Chromatography | µg/m3 | 10000 | 1,15 | 5.567 | 1.353,13 |
| NO2 | Griess Saltzman | Spektrofotometer | µg/m3 | 200 | 4,7 | 384,5 | 30,17 |
| O3 | NBKI | Spektrofotometer | µg/m3 | 150 | 2,69 | 132,6 | 31,41 |
| HC | Flame Ionization | Spektrofotometer | µg/m3 | 160 | 0,65 | 71 | 18,87 |
| Pb | Ekstraktif, Pengabuan Extraction, Ashing | AAS | µg/m3 | 2 | 0,002 | 0,84 | 0,07 |
| Debu Dust | Gravimetric | High Volume Sampler | µg/m3 | 230 | 215 | 2,6 | 68,48 |
| Kebisingan Noise | Pengukuran Sederhana Simple Measurement | Sound Level Meter | dBA | 70 | 40,3 | 82,4 | 62,51 |
| PM 2,5 | Gravimetric | High Volume Sampler | µg/m3 | 55 | 4 | 38 | 19,45 |
| PM 10 | Gravimetric | High Volume Sampler | µg/m3 | 75 | 10,1 | 75 | 31,76 |

## Tabel Emisi Non GRK atas Pengukuran Kualitas Udara Ambien Tahun 2024
Table of Non-GHG Emissions from Ambient Air Quality Measurement in 2024

| Parameter | Metode Method | Alat Pengukuran Measurement Tool | Satuan Unit | Kualitas Udara Air Quality | | | |
|---|---|---|---|---|---|---|---|
| | | | | Baku Mutu Standard | Terendah Lowest | Tertinggi Highest | Rata-rata Average |
| $NO_2$ | Griess Saltzman | Spektrofotometer | mg/Nm³ | 200 | 0,87 | 343,65 | 42,18 |
| $SO_2$ | Pararosalin | Spektrofotometer | mg/Nm³ | 150 | 0,22 | 140 | 43,84 |
| CO | NDIR | Gas Chromatography | mg/Nm³ | 10.000 | 1,1 | 7.141 | 1.702,63 |
| PM10 | Gravimetric | High Volume Sampler | mg/Nm³ | 150 | 5,7 | 100,2 | 34,45 |
| Pb | Ekstraktif, Pengabuan Extraction, Ashing | AAS | mg/Nm³ | 2 | 0,0015 | 1,4 | 0,09 |
| Debu Dust | Gravimetric | Hi-Vol | mg/Nm³ | 230 | 3,77 | 236 | 81,55 |
| Kebisingan Noise | Pengukuran Sederhana Simple Measurement | Sound Level Meter | db | 70 | 35,2 | 79,5 | 63,06 |
| HC | Flame Ionization | Spektrofotometer | mg/Nm³ | 160 | 0,5 | 154 | 37,95 |
| O3 | Chemiluminescent | Spektrofotometer | mg/Nm³ | 150 | 0,088 | 145 | 40,36 |

## Tabel Emisi Non GRK atas Pengukuran Kualitas Udara Ambien Tahun 2023
Table of Non-GHG Emissions from Ambient Air Quality Measurement in 2023

| Parameter | Metode Method | Alat Pengukuran Measurement Tool | Satuan Unit | Kualitas Udara Air Quality | | | |
|---|---|---|---|---|---|---|---|
| | | | | Baku Mutu Standard | Terendah Lowest | Tertinggi Highest | Rata-rata Average |
| $NO_2$ | Griess Saltzman | Spektrofotometer | mg/Nm³ | 200,00 | 2,16 | 1,10 | 53,70 |
| $SO_2$ | Pararosalin | Spektrofotometer | mg/Nm³ | 150,00 | 0,22 | 0,22 | 47,83 |
| CO | NDIR | Gas Chromatography | mg/Nm³ | 10.000,00 | 18,40 | 18,40 | 1.523,25 |
| PM10 | Gravimetric | High Volume Sampler | mg/Nm³ | 150 | 1,2 | 49,00 | 21,05 |
| Pb | Ekstraktif, Pengabuan | AAS | mg/Nm³ | 2,00 | 0,010 | - | 0,21 |
| Debu | Gravimetric | Hi-Vol | mg/Nm³ | 230,00 | 0,0013 | - | 86,60 |
| Kebisingan | Pengukuran Sederhana | Sound Level Meter | db | 70,00 | 27,19 | 27,19 | 63,54 |
| HC | Flame Ionization | Spektrofotometer | mg/Nm³ | 160,00 | 0,65 | 0,65 | 46,34 |
| O3 | Chemiluminescent | Spektrofotometer | mg/Nm³ | 150,00 | 0,00 | - | 47,61 |

# Aspek Limbah dan Efluen

## Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis [OJK F.13]

Limbah merupakan isu penting bagi Jasa Marga untuk dikelola dengan baik. Sepanjang tahun 2025, limbah yang dihasilkan dari operasional jalan tol dan aktivitas kantor pada jenis Limbah Padat B3 yaitu sebesar 546,52 $m^3$, Limbah Cair B3 sebesar 0 $m^3$, Timbulan Sampah 17.164,13 ton, dan Limbah Cair Non B3 sebesar 9.885 $m^3$.

# Waste and Effluent Aspects

## Volume of Waste and Effluent Generated Based on Type [OJK F.13]

Waste management is an important issue for Jasa Marga to be properly handled. Throughout 2025, waste generated from toll road operations and office activities consisted of Hazardous and Toxic Solid Waste (B3) totaling 546.52 $m^3$, Hazardous and Toxic Liquid Waste (B3) totaling 0 $m^3$, solid waste generation of 17,164.13 tons, and non-hazardous liquid waste totaling 9,885 $m^3$.

### Jumlah Limbah B3
Volume of B3 Waste

(Dalam Ton/In Ton)

| Jenis<br>Type | Satuan<br>Unit | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| Limbah Padat B3<br>Hazardous Solid Waste (B3) | $m^3$ | **546,52** | 28,13 | - |
| Limbah Cair B3<br>Hazardous Liquid Waste (B3) | $m^3$ | **0** | 166,28 | - |
| Timbulan Sampah<br>General Waste | ton | **17.164,13** | 3.395,33 | - |
| Limbah Cair Non B3<br>Non-Hazardous Liquid Waste (Non-B3) | $m^3$ | **9.885,00** | 34.373,88 | 33.922 |

Perseroan telah melaksanakan pengujian kualitas air limbah pada sampel outlet, dan hasilnya menunjukkan bahwa air limbah dari perkantoran Jasa Marga berada di bawah ambang batas baku mutu sesuai Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup. Temuan ini menunjukkan bahwa kinerja IPAL/STP yang digunakan sudah efektif dan memadai. Meskipun demikian, untuk memastikan kinerja STP tetap optimal, Perseroan akan terus melakukan perawatan dan pemeliharaan secara berkala.

The Company has conducted wastewater quality testing on outlet samples, and the results show that wastewater from Jasa Marga office buildings is below the quality standard thresholds in accordance with Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management. These findings indicate that the performance of the Wastewater Treatment Plant (WWTP/STP) is effective and adequate. Nevertheless, to ensure that the WWTP/STP performance remains optimal, the Company will continue to carry out regular maintenance and upkeep.

### Hasil Pengujian Air Limbah di Kantor Pusat
Wastewater Testing Results at Headquarters

| Jenis<br>Type | Satuan<br>Unit | Baku Mutu<br>Quality Standard | 2025 | 2024 | 2023 | Metode yang Dipakai<br>Method |
|---|---|---|---|---|---|---|
| pH | - | 6-9 | **6,83** | 7,72 | 7 | SNI 06-6989.11-2004 |
| Padatan Tersuspensi (TSS)<br>Total Suspended Solids (TSS) | mg/L | 30 | **38** | 17 | 18 | IKM.KHT-41 (Spektrofotometri) |
| Ammonia Nitrogen (NH3-N)* | mg/L | 0,5 | **0,003** | 0,3 | <0,3 | SNI.06-6989.30-2005 |
| Minyak dan Lemak<br>Oil and Grease | mg/L | 1 | **0,2** | <0,2 | <0,25 | HACH |

| Jenis Type | Satuan Unit | Baku Mutu Quality Standard | 2025 | 2024 | 2023 | Metode yang Dipakai Method |
|---|---|---|---|---|---|---|
| COD* | mg/L | 10 | 6 | 21 | 4 | SNI 6989.2:2009 |
| BOD5 | mg/L | 5 | 1,7 | 2,6 | 0,8 | SNI 6989.72:2009 |
| Senyawa Aktif Biru Metilen Methylene Blue Active Substance | mg/L | 100 | - | - | 0,4 | SNI 06.6989.51-2005 |
| Zat Organik (KMnO4) Organic Matter (KMnO4) | mg/L | 30 | 3 | 4 | 3 | SNI 06-6989.22-2004 |

## Mekanisme Pengelolaan Limbah dan Efluen
**[OJK F.14]**

Dengan mengacu pada target Green Toll Road dan Tol Berkelanjutan yang telah ditetapkan, Perseroan secara konsisten melakukan berbagai upaya untuk mencapai target tersebut. Salah satu langkah yang ditempuh adalah penerapan pengelolaan limbah jalan tol yang dilakukan secara terstruktur berdasarkan jenis limbah yang dihasilkan. Limbah yang timbul dari aktivitas pengelolaan jalan tol merupakan isu penting yang perlu dikelola secara tepat guna mencegah terjadinya pencemaran lingkungan di sekitar wilayah operasional. Oleh karena itu, pengelolaan limbah dilaksanakan secara menyeluruh di berbagai area, meliputi Ruang Milik Jalan (Rumija) tol, rest area atau tempat istirahat, lajur jalan tol, gerbang tol, kantor gerbang tol, hingga kantor cabang, dengan melibatkan para pemangku kepentingan terkait.

Komitmen terhadap pengelolaan limbah bahan berbahaya dan beracun (B3) maupun non-B3 telah diatur dalam Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan di Lingkungan Jasa Marga Group. Pengelolaan sampah domestik atau limbah padat dilakukan melalui kerja sama dengan Dinas Kebersihan pemerintah setempat untuk selanjutnya dibuang ke Tempat Pembuangan Akhir (TPA). Sementara itu, limbah oli bekas yang berasal dari genset dan kendaraan operasional dikelola oleh pihak ketiga yang memiliki sertifikasi dan izin yang sesuai. Limbah lainnya, seperti furnitur bekas pakai serta limbah elektronik yang meliputi komputer, *cartridge*, lampu, dan peralatan sejenis, juga diserahkan kepada pihak ketiga berizin. Pemilihan pihak ketiga dilakukan melalui proses pengadaan dengan mempertimbangkan kriteria kepatuhan terhadap standar pengelolaan limbah dan lingkungan, termasuk kepemilikan izin serta sertifikasi dalam penerimaan, pengangkutan, dan pengolahan limbah.

## Waste and Effluent Management Mechanism
**[OJK F.14]**

Referring to the Green Toll Road and Sustainable Toll Road targets that have been established, the Company consistently undertakes various initiatives to achieve these targets. One of the key measures implemented is structured waste management based on the type of waste generated. Waste arising from toll road operations is a critical issue that must be properly managed to prevent environmental pollution in surrounding operational areas. Therefore, waste management is carried out comprehensively across various locations, including toll road right-of-way (Rumija), rest areas, toll lanes, toll gates, toll gate offices, and branch offices, involving relevant stakeholders.

The Company's commitment to managing both hazardous and toxic waste (B3) and non-hazardous waste is stipulated in Board of Directors Decree No. 66/KPTS/2023 concerning Environmental Management System Guidelines within the Jasa Marga Group. Domestic waste or solid waste is managed through cooperation with local government sanitation agencies for disposal at final disposal sites (TPA). Meanwhile, used oil waste from generators and operational vehicles is handled by licensed and certified third parties. Other waste, such as used furniture and electronic waste including computers, cartridges, lamps, and similar equipment, is also handed over to licensed third parties. The selection of third parties is conducted through a procurement process that considers compliance with waste and environmental management standards, including the possession of appropriate permits and certifications for waste handling, transportation, and treatment.

Untuk limbah yang berasal dari aktivitas perkantoran dan rest area, telah disediakan sarana tempat sampah yang dipilah berdasarkan jenisnya, yaitu sampah organik, non-organik, dan B3. Pemilahan tersebut mengacu pada Keputusan Direksi Nomor 66/KPTS/2023 tentang Pedoman Sistem Manajemen Lingkungan serta Surat Edaran Direksi Nomor 18/SE-DIR/2011 tentang Pengelolaan Sampah di Jalan Tol. Sampah non-organik dan limbah B3 selanjutnya diserahkan kepada pihak ketiga yang memiliki izin dan sertifikasi untuk kegiatan pengangkutan, pengelolaan, dan pemanfaatan limbah, baik B3 maupun non-B3. Limbah B3 mencakup limbah dalam bentuk padat, cair, gas, dan partikulat. Penerapan pemilahan sampah ini bertujuan untuk mempermudah proses pengelolaan oleh pihak ketiga, termasuk membuka peluang untuk dilakukan daur ulang. Khusus pada lingkup rest area, entitas anak pengelola jalan tol juga melaksanakan survei kebersihan rest area yang digunakan sebagai dasar evaluasi terhadap efektivitas pengelolaan sampah.

For waste generated from office activities and rest areas, segregated waste bins are provided based on waste type, namely organic, non-organic, and B3 waste. This segregation refers to Board of Directors Decree No. 66/KPTS/2023 on Environmental Management System Guidelines and Board of Directors Circular Letter No. 18/SE-DIR/2011 on Waste Management on Toll Roads. Non-organic waste and B3 waste are subsequently handed over to licensed and certified third parties for transportation, management, and utilization. B3 waste includes solid, liquid, gaseous, and particulate forms. This waste segregation practice is intended to facilitate the management process by third parties and create opportunities for recycling. Specifically for rest areas, toll road subsidiary entities also conduct cleanliness surveys, which are used as a basis for evaluating the effectiveness of waste management practices.

Sehubungan dengan pengelolaan sampah organik di rest area, Jasa Marga berkomitmen untuk mengoptimalkan pemanfaatan sampah organik yang dihasilkan di sepanjang jaringan jalan tol yang dikelola. Sampah organik, seperti sisa makanan dan material nabati lainnya, diolah kembali melalui proses pengomposan untuk menghasilkan pupuk kompos. Proses ini tidak hanya berkontribusi dalam mengurangi volume sampah yang harus dibuang ke TPA, tetapi juga menghasilkan produk yang bermanfaat bagi lingkungan.

In relation to organic waste management in rest areas, Jasa Marga is committed to optimizing the utilization of organic waste generated along the toll road network it manages. Organic waste, such as food scraps and other plant-based materials, is processed through composting to produce compost fertilizer. This process not only contributes to reducing the volume of waste sent to landfills but also generates environmentally beneficial products.



Pupuk kompos yang dihasilkan kemudian dimanfaatkan untuk pemeliharaan tanaman di sepanjang jalan tol dan area rest area. Pemanfaatan ini membantu meningkatkan kualitas tanah serta kesehatan tanaman, sekaligus memperindah lingkungan sekitar jalan tol dan rest area. Selain manfaat ekologis, penggunaan pupuk kompos juga dapat mengurangi ketergantungan terhadap pupuk kimia yang diperoleh dari pihak ketiga, sehingga berkontribusi pada efisiensi biaya operasional.

The compost produced is then utilized for plant maintenance along toll roads and within rest areas. This utilization helps improve soil quality and plant health, while also enhancing the aesthetic value of the surrounding environment. In addition to ecological benefits, the use of compost fertilizer reduces dependency on chemical fertilizers sourced from third parties, thereby contributing to operational cost efficiency.

Melalui pengolahan kembali sampah organik, Jasa Marga turut berkontribusi dalam menurunkan emisi gas rumah kaca yang umumnya dihasilkan dari proses pembusukan sampah organik di tempat pembuangan akhir. Inisiatif ini sejalan dengan upaya global dalam menghadapi perubahan iklim melalui pengurangan emisi dan penerapan praktik keberlanjutan. Skema pengelolaan sampah organik tersebut juga berpotensi memberikan dampak sosial yang positif, antara lain melalui

Through the recycling of organic waste, Jasa Marga also contributes to reducing greenhouse gas emissions that are typically generated from the decomposition of organic waste in landfills. This initiative aligns with global efforts to address climate change through emission reduction and the adoption of sustainable practices. The organic waste management scheme also has the potential to generate positive social impacts, including community involvement in composting

pelibatan masyarakat sekitar dalam kegiatan pengomposan, penyediaan pelatihan, serta penciptaan peluang kerja. Edukasi mengenai pentingnya pengelolaan sampah organik dan penerapan prinsip ekonomi sirkular diharapkan dapat meningkatkan kesadaran lingkungan masyarakat dan mendorong partisipasi aktif dalam menjaga kebersihan serta kelestarian lingkungan.

activities, provision of training, and creation of employment opportunities. Furthermore, education on the importance of organic waste management and the application of circular economy principles is expected to enhance environmental awareness and encourage active participation in maintaining cleanliness and environmental sustainability.

### Tumpahan yang Terjadi [OJK F.15]

Sampai dengan Desember 2025, tidak terdapat insiden tumpahan minyak, dan bahan bakar yang dapat berpotensi memengaruhi tanah, air, udara, keragaman hayati, dan kesehatan manusia.

### Spill Incidents [OJK F.15]

As of December 2025, there have been no recorded incidents of oil or fuel spills that could potentially impact soil, water, air, biodiversity, or human health.

## Aspek Pengaduan Terkait Lingkungan Hidup

## Environmental Complaints

### Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan [OJK F.16]

Sampai dengan bulan Desember tahun 2025, Perseroan mencatat sebanyak 583 laporan masyarakat terkait kondisi lingkungan di jalan tol. Laporan tersebut terdiri atas 100 panggilan telepon terkait kejadian rumput terbakar serta 483 panggilan lainnya mengenai permintaan informasi banjir atau genangan air di ruas tol.

Seluruh laporan yang masuk diterima melalui Call Center 14080 dan segera diteruskan kepada area atau unit operasional terkait untuk ditindaklanjuti oleh petugas Command Center. Setiap kejadian ditangani dengan langkah penanganan cepat guna memastikan keselamatan serta kenyamanan pengguna jalan.

Khusus untuk laporan banjir atau genangan air, tim Command Center melakukan upaya preventif dengan menampilkan informasi melalui Dynamic Message Sign (DMS) di ruas terdampak. Informasi tersebut disertai imbauan kepada pengguna jalan untuk meningkatkan kewaspadaan atau memilih jalur alternatif guna menghindari potensi hambatan lalu lintas.

### Number and Nature of Environmental Complaints Received and Resolved [OJK F.16]

As of December 2025, the Company recorded a total of 583 public reports related to environmental conditions on toll roads. These reports consisted of 100 calls regarding grass fire incidents and 483 other calls related to requests for information on flooding or water pooling along toll road sections.

All incoming reports are received through the Call Center 14080 and are immediately forwarded to the relevant operational areas or units for follow-up by the Command Center officers. Each incident is handled through prompt response measures to ensure the safety and comfort of road users.

Specifically for reports on flooding or water pooling, the Command Center team undertakes preventive actions by displaying information through Dynamic Message Signs (DMS) on affected road sections. This information is accompanied by advisories for road users to increase vigilance or choose alternative routes to avoid potential traffic disruptions.

# Kinerja Sosial
## Social Performance

### Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara Kepada Konsumen [OJK F.17]

Konsumen pengguna jalan tol merupakan salah satu kelompok pemangku kepentingan utama bagi PT Jasa Marga (Persero) Tbk. Aktivitas lalu lintas pengguna jalan tol beserta berbagai kegiatan yang berlangsung selama perjalanan di ruas tol memiliki peranan penting dalam mendukung keberlanjutan usaha Perseroan. Oleh karena itu, Perseroan berkomitmen untuk senantiasa memenuhi dan meningkatkan tingkat kepuasan konsumen, serta menjaga kepuasan tersebut secara berkelanjutan guna membangun dan mempertahankan loyalitas pengguna jalan tol. Komitmen ini menjadi salah satu fokus utama Perseroan dalam upaya peningkatan kualitas layanan secara berkelanjutan dan dalam memberikan pengalaman berkendara yang semakin baik bagi pengguna jalan tol Jasa Marga.

Kepuasan konsumen tidak hanya ditentukan oleh kualitas produk yang disediakan, tetapi juga sangat dipengaruhi oleh kualitas layanan yang diberikan oleh operator jalan tol. Dalam upaya mencapai dan menjaga tingkat kepuasan konsumen serta meminimalkan potensi terjadinya kekecewaan, PT Jasa Marga (Persero) Tbk senantiasa memastikan seluruh karyawan memberikan produk dan layanan terbaik kepada setiap konsumen tanpa pengecualian. Sejalan dengan ketentuan Undang-Undang Republik Indonesia Nomor 8 Tahun 1999 tentang Perlindungan Konsumen, Perseroan berkomitmen untuk tidak melakukan pembedaan perlakuan dalam pemberian pelayanan kepada konsumen, termasuk dalam hal mutu pelayanan yang diberikan. Perseroan secara konsisten memastikan bahwa kualitas pelayanan kepada konsumen senantiasa terjaga dengan baik. Jasa Marga meyakini bahwa melalui penerapan prinsip tersebut, kepuasan konsumen dapat dicapai, ditingkatkan, serta dipertahankan secara berkelanjutan.

Kebijakan pelayanan pelanggan Jasa Marga juga mengacu pada Standar Pelayanan Minimum (SPM) yang ditetapkan berdasarkan Peraturan Menteri Pekerjaan Umum Nomor 16/PRT/M/2014 tentang Standar Pelayanan Minimal Jalan Tol. Lampiran peraturan ini mengatur secara tegas standar minimal

### Commitment to Providing Equal Services for Products and/or Services to Consumers [OJK F.17]

Toll road users are one of the key stakeholder groups for PT Jasa Marga (Persero) Tbk. Traffic activities of toll road users, along with various activities that take place along toll road sections, play an important role in supporting the Company's business sustainability. Therefore, the Company is committed to continuously fulfilling and enhancing customer satisfaction, as well as maintaining it over time to build and sustain toll road user loyalty. This commitment represents one of the Company's main focuses in continuously improving service quality and delivering a better driving experience for Jasa Marga toll road users.

Customer satisfaction is not only determined by the quality of the product provided but is also highly influenced by the quality of services delivered by the toll road operator. In its efforts to achieve and maintain customer satisfaction while minimizing the potential for dissatisfaction, PT Jasa Marga (Persero) Tbk ensures that all employees provide the best products and services to every customer without exception. In line with Law of the Republic of Indonesia No. 8 of 1999 concerning Consumer Protection, the Company is committed to non-discriminatory service delivery, including in terms of service quality. The Company consistently ensures that customer service quality is well maintained. Jasa Marga believes that through the implementation of these principles, customer satisfaction can be achieved, enhanced, and sustained over the long term.

Jasa Marga's customer service policy also refers to the Minimum Service Standards (SPM) as stipulated in Minister of Public Works Regulation No. 16/PRT/M/2014 on Minimum Service Standards for Toll Roads. The appendix to this regulation clearly sets out the minimum service standards

pelayanan yang harus dicapai Badan Usaha Jalan Tol terkait kondisi jalan tol, kecepatan tempuh rata-rata, aksesibilitas, mobilitas, keselamatan, unit pertolongan/penyelamatan dan bantuan pelayanan, lingkungan dan tempat istirahat (TI), dan Tempat Istirahat dan Pelayanan (TIP).

Di bidang operasional, Perseroan berupaya untuk menerapkan pengoperasian dan preservasi jalan tol berbasis teknologi dengan konsep *cost leadership* dan *operational excellence*. Ini akan menjadi kompetensi Entitas Anak yang bergerak di bidang pengoperasian dan preservasi jalan tol, baik untuk saat ini maupun ke depan. Strategi pengembangan teknologi pengoperasian dan preservasi antara lain:

1. Mempercepat penerapan *Single Lane Free Flow* (SLFF);
2. Mempercepat penerapan *Automatic Vehicle Classification* (AVC);
3. Pemasangan Weight In Motion (WIM) untuk mengurangi kendaraan *Over Dimension* dan *Over Load* di jalan tol;
4. Pembangunan Indonesia *Traffic Information Center* (pusat komunikasi jalan tol);
5. Menggunakan *Motorway Incident Detection and Automatic Signalling* (MIDAS) untuk pelayanan lalu lintas.

Implementasi program kepuasan pelanggan dilakukan dengan mengampanyekan pentingnya pelayanan prima atau *Service Excellence* dengan prioritas utama pada aspek keselamatan pekerja, area kerja, perlengkapan dan lingkungan. Komitmen ini dilakukan dengan langkah-langkah strategis sebagai berikut:

1. Meningkatkan kecepatan waktu transaksi guna mengurangi antrian di gerbang-gerbang tol dengan penerapan pembayaran non tunai di gerbang tol.
2. Memperlancar lalu lintas melalui peningkatan kapasitas layanan dan pemberian informasi lalu lintas yang real time dalam rangka mengurangi gangguan perjalanan.
3. Meningkatkan kualitas konstruksi jalan, jembatan dan bangunan pelengkap operasional.

Selanjutnya, Jasa Marga melakukan evaluasi pemenuhan Standar Pelayanan Minimal Jalan Tol yang ditetapkan Pemerintah dan melakukan survei kepuasan pelanggan secara periodik kepada pengguna jalan tol.

that must be achieved by Toll Road Business Entities, covering toll road conditions, average travel speed, accessibility, mobility, safety, rescue and assistance units, environmental aspects and rest areas, as well as Rest and Service Areas (TIP).

In the operational area, the Company strives to implement technology-based toll road operation and preservation with a cost leadership and operational excellence approach. This will become a core competency of subsidiaries engaged in toll road operations and maintenance, both currently and in the future. The technology development strategies for operations and maintenance include:

1. Accelerating the implementation of Single Lane Free Flow (SLFF);
2. Accelerating the implementation of Automatic Vehicle Classification (AVC);
3. Installing Weight In Motion (WIM) systems to reduce Over Dimension and Over Load vehicles on toll roads;
4. Developing the Indonesia Traffic Information Center (toll road communication center);
5. Utilizing Motorway Incident Detection and Automatic Signalling (MIDAS) for traffic services.

The implementation of customer satisfaction programs is carried out by promoting the importance of service excellence, with top priority given to worker safety, work areas, equipment, and the environment. This commitment is executed through the following strategic measures:

1. Increasing transaction speed to reduce queues at toll gates through the implementation of cashless payment systems;
2. Improving traffic flow by enhancing service capacity and providing real-time traffic information to minimize travel disruptions;
3. Enhancing the quality of road construction, bridges, and supporting operational infrastructure.

Furthermore, Jasa Marga evaluates compliance with the Government-mandated Minimum Service Standards for toll roads and conducts periodic customer satisfaction surveys among toll road users.

Sebagai upaya peningkatan kualitas pelayanan jalan tol, Perseroan memiliki beberapa program sebagai berikut.

As part of efforts to improve toll road service quality, the Company has implemented several programs as follows.

## Program Peningkatan Kualitas Pelayanan Jalan Tol (PKPJT)
## Toll Road Service Quality Improvement Program (PKPJT)

Program Peningkatan Kualitas Pelayanan Jalan Tol atau disingkat PKPJT merupakan upaya PT Jasa Marga (Persero) Tbk untuk meningkatkan kualitas pelayanan jalan tol sesuai dengan arahan Danantara terkait pedoman strategis aspek transformasi layanan dan brand reputation yang berorientasi pada pelayanan publik yang prima melalui brand experience framework yang dilaksanakan secara bertahap pada tahun 2025 sd 2028.

- Mengutamakan kinerja layanan lalu lintas, transaksi, preservasi dan rest area sesuai dengan ketentuan;
- Priority for improvement hasil survey kepuasan pelanggan;
- Penyesuaian ketentuan pemerintah (Rapermen SPM atau lainnya), instruksi pemerintah (pendataan digital kendaraan angkutan barang);
- Pengelolaan informasi publik dan suara pelanggan.

Pelaksanaan program PKPJT mencakup program yang terdiri dari:

a. Peningkatan pelayanan TIP, meliputi:
   i. Peningkatan pemenuhan fungsi fasilitas umum (toilet bersih, masjid dan mushola terawat, parking area aman dan memadai, kids playground terawat, serta EV charging tersedia dan teratur);
   ii. Standardisasi pelayanan petugas operasional:
      - Penyusunan standar petugas kebersihan, keamanan;
      - Penyusunan SOP monitoring.
   iii. Rejuvenasi:
      - Pembenahan zoning, sirkulasi kendaraan, dan jalur pedestrian;
      - Wayfinding signage;
      - Pembenahan area tenant.
b. Peningkatan layanan preservasi jalan tol, meliputi:
   i. Pekerjaan perkerasan yang terdiri dari pekerjaan Scrapping Filling Overlay (SFO), Rekonstruksi, dan Peningkatan kapasitas lajur;
   ii. Pekerjaan marka yang terdiri dari pekerjaan Marka SFO dan Marka Periodik;
   iii. Pekerjaan sarana perlengkapan jalan yang terdiri dari pekerjaan Rambu dan Guardrail;
   iv. Pekerjaan Beautifikasi berupa pekerjaan Lansekap.
c. Peningkatan layanan transaksi jalan tol, meliputi:
   i. Perapian dan Pengecatan Island, Bullnose, Bumperblock, Kanstin dan Gardu sesuai dengan Standardisasi Pemilihan Warna di Gerbang Tol;

The Toll Road Service Quality Improvement Program (PKPJT) is an initiative by PT Jasa Marga (Persero) Tbk to enhance toll road service quality in line with Danantara's strategic guidelines on service transformation and brand reputation. The program is oriented toward delivering excellent public service through a brand experience framework, implemented in phases from 2025 to 2028.

* Prioritizing performance in traffic services, transactions, preservation, and rest areas in accordance with applicable standards;
* Addressing priority improvements based on customer satisfaction survey results;
* Aligning with government regulations (e.g., draft revisions of Minimum Service Standards/SPM) and directives (such as digital data collection for freight vehicles);
* Managing public information and customer feedback.

The implementation of the PKPJT program includes the following initiatives:

a. Improvement of Rest and Service Area (TIP) Services**, including:
   i. Enhancement of public facility functions (clean toilets, well-maintained mosques and prayer rooms, safe and adequate parking areas, well-maintained children's playgrounds, and the availability of organized EV charging stations);
   ii. Standardization of operational staff services:
      - Development of standards for cleaning and security personnel;
      - Preparation of monitoring SOPs;
   iii. Rejuvenation:
      - Improvement of zoning, vehicle circulation, and pedestrian pathways;
      - Installation of wayfinding signage;
      - Enhancement of tenant areas.
b. Improvement of Toll Road Preservation Services**, including:
   i. Pavement works consisting of Scrapping, Filling, and Overlay (SFO), reconstruction, and lane capacity upgrades;
   ii. Road marking works, including SFO markings and periodic markings;
   iii. Road equipment works, including signage and guardrails;
   iv. Beautification works in the form of landscaping.
c. Improvement of Toll Road Transaction Services**, including:
   i. Refurbishment and repainting of islands, bullnose, bumper blocks, curbs, and toll booths in accordance with toll gate color standardization.

ii. Perbaikan Longbooth Gerbang Tol;
iii. General Cleaning Gerbang Tol.

d. Peningkatan layanan lalu lintas jalan tol;
   i. Penambahan kendaraan layanan berupa derek, mobile crane dan sarana atur lalu lintas lainnya dalam rangka operasional Natal 2025 dan Tahun Baru 2026 (Nataru);
   ii. Renovasi Jasamarga Tollroad Command Center (JMTC);
   iii. Integrasi data RFID-BLUe;
   iv. Pelaksanaan survey potensi mudik Nataru;
   v. Peningkatan keselamatan sebagai tindak lanjut rekomendasi KNKT.

e. Peningkatan layanan customer management, meliputi:
   i. Pelaksanaan Survey Kepuasan Pelanggan;
   ii. Pemberian Diskon Tarif Tol pada periode Natal dan Tahun Baru 2025/2026;
   iii. Pelatihan service excellence untuk CS, MCS, CSO.

ii. Improvement of toll gate long booths;
iii. General cleaning of toll gates.

d. Improvement of Toll Road Traffic Services**, including:
   i. Addition of service vehicles such as tow trucks, mobile cranes, and other traffic management equipment to support operations during the Christmas 2025 and New Year 2026 (Nataru) period;
   ii. Renovation of the Jasamarga Tollroad Command Center (JMTC);
   iii. Integration of RFID-BLUe data;
   iv. Implementation of surveys on potential traffic flows during the Nataru period;
   v. Enhancement of safety measures as a follow-up to recommendations from the National Transportation Safety Committee (KNKT).

e. Improvement of Customer Management Services**, including:
   i. Implementation of Customer Satisfaction Surveys;
   ii. Provision of toll tariff discounts during the Christmas and New Year 2025/2026 period;
   iii. Service excellence training for Customer Service (CS), Mobile Customer Service (MCS), and Customer Service Officers (CSO).



# Aspek Ketenagakerjaan

## Kesetaraan Kesempatan Bekerja
**[OJK F.18]**

Perseroan berkomitmen untuk menjamin kesetaraan dan memberikan kesempatan kerja yang adil bagi seluruh karyawan tanpa memandang suku, ras, maupun agama. Setiap individu memperoleh peluang yang sama dalam bekerja serta mengembangkan karier, dan prinsip yang sama juga diterapkan dalam proses rekrutmen calon karyawan. Komitmen tersebut tercantum dalam Surat Keputusan Direksi Nomor 18/KPTS/2025 tentang Arsitektur Sumber Daya Manusia (*Human Capital Architecture*) serta Surat Keputusan Direksi Nomor 21/KPTS/2019 tentang *Talent Acquisition* beserta perubahannya melalui Surat Keputusan Direksi Nomor 69/KPTS/2025. Lebih lanjut, penerapan kesetaraan kesempatan kerja juga diintegrasikan dalam *Key Performance Indicator* (KPI) Direktorat Human Capital & Transformasi, sejalan dengan arahan BP BUMN terkait target jumlah *nominated talent* perempuan dan millennial. Komitmen Perseroan terhadap kesetaraan gender terlihat dari proporsi nominated *talent* perempuan yang saat ini telah mencapai 43,37%.

Perseroan juga berkomitmen dalam memberikan kesempatan terhadap penyandang disabilitas sebagaimana tertuang dalam Surat Edaran Direksi Nomor: 16/SE-DIR/2021 tanggal 30 April 2021 tentang Mempekerjakan Karyawan Penyandang Disabilitas. Hal ini dalam rangka mendukung pelaksanaan Pasal 53 Undang-Undang Nomor 8 Tahun 2016 tentang

# Employment Aspects

## Equal Employment Opportunities
**[OJK F.18]**

The Company is committed to ensuring equality and providing fair employment opportunities for all employees, regardless of ethnicity, race, or religion. Every individual is given equal opportunities to work and develop their career, and the same principle is applied in the recruitment process. This commitment is outlined in Board of Directors Decree No. 18/KPTS/2025 on Human Capital Architecture and Board of Directors Decree No. 21/KPTS/2019 on Talent Acquisition, including its amendment through Board of Directors Decree No. 69/KPTS/2025. Furthermore, the implementation of equal employment opportunity is integrated into the Key Performance Indicators (KPI) of the Human Capital & Transformation Directorate, in line with directives from the Ministry of State-Owned Enterprises regarding targets for nominated female and millennial talents. The Company's commitment to gender equality is reflected in the proportion of nominated female talent, which has reached 43.37%.

The Company is also committed to providing opportunities for persons with disabilities, as stipulated in Board of Directors Circular Letter No. 16/SE-DIR/2021 dated April 30, 2021, concerning the employment of persons with disabilities. This initiative supports the implementation of Article 53 of Law No. 8 of 2016 on Persons with Disabilities. Jasa Marga conducted

Penyandang Disabilitas. Jasa Marga sudah melakukan rekrutmen disabilitas di tahun 2022 dan 2024 dan kembali melakukan proses rekrutmen penyandang disabilitas pada tahun 2025 melalui Rekrutmen Bersama BUMN , berdasarkan Surat Edaran Menteri Badan Usaha Milik Negara Nomor SE-1/MBU/01/2024 guna mewujudkan kesamaan hak dan kesempatan.

disability recruitment in 2022 and 2024 and resumed the recruitment process for persons with disabilities in 2025 through the Joint SOE Recruitment Program, in accordance with the Circular Letter of the Minister of State-Owned Enterprises No. SE-1/MBU/01/2024, to promote equal rights and opportunities.

## Komposisi Karyawan Penyandang Disabilitas 2025
### Composition of Employees with Disabilities in 2025

(Dalam Orang/in persons)

| Jenis Penyandang Disabilitas<br>Type of Disability | Jenis Kelamin<br>Gender | | | | | Kelompok Usia<br>Age Group | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total | <30 | % | 30-50 | % | >51 | % | Jumlah Total |
| Tuna Daksa<br>Physical Disability | 3 | 43 | 3 | 43 | 6 | 5 | 71 | 1 | 14 | 0 | 0 | 6 |
| Tuna Netra<br>Visual Impairment | 1 | 14 | 0 | 0 | 1 | 0 | 0 | 1 | 14 | 0 | 0 | 1 |
| Tuna Rungu<br>Hearing Impairment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tuna Wicara<br>Speech Impairment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Jumlah<br>Total** | **4** | **57** | **3** | **43** | **7** | **5** | **71** | **2** | **29** | **0** | **0** | **7** |

## Keberagaman Bagan Tata Kelola Berdasarkan Jenjang Jabatan, Usia, dan Jenis Kelamin
### Diversity of Governance Bodies Based on Position Level, Age Range, and Gender

| Rentang Usia<br>Age Range | 2025 | | | | | |
|---|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total | % |
| **Pengurus / Management** | **10** | **0,13** | **2** | **0,03** | **12** | **0,153** |
| < 30 tahun / years | - | 0,00 | | 0,00 | 0 | 0,00 |
| 30-50 tahun / years | 5 | 0,06 | 1 | 0,01 | 6 | 0,08 |
| >50 tahun / years | 5 | 0,06 | 1 | 0,01 | 6 | 0,08 |
| **Manajemen Puncak / Top Management** | **54** | **0,68** | **23** | **0,29** | **77** | **0,98** |
| < 30 tahun / years | - | 0,00 | | 0,00 | 0 | 0,00 |
| 30-50 tahun / years | 37 | 0,47 | 18 | 0,23 | 55 | 0,70 |
| >50 tahun / years | 17 | 0,22 | 5 | 0,06 | 22 | 0,28 |
| **Manajemen Madya / Middle Management** | **149** | **1,90** | **96** | **1,22** | **245** | **3,12** |
| < 30 tahun / years | - | 0,00 | | 0,00 | 0 | 0,00 |
| 30-50 tahun / years | 119 | 1,52 | 93 | 1,19 | 212 | 2,70 |
| >50 tahun / years | 30 | 0,38 | 3 | 0,04 | 33 | 0,42 |

| Rentang Usia Age Range | 2025 | | | | | |
|---|---|---|---|---|---|---|
| | Pria Male | % | Wanita Female | % | Jumlah Total | % |
| **Manajemen Dasar / Basic Management** | **287** | **3,66** | **78** | **0,99** | **365** | **4,65** |
| < 30 tahun / years | 30 | 0,38 | 23 | 0,29 | 53 | 0,68 |
| 30-50 tahun / years | 184 | 2,35 | 42 | 0,54 | 226 | 2,88 |
| >50 tahun / years | 73 | 0,93 | 13 | 0,17 | 86 | 1,10 |
| **Pelaksana / Executor** | **5.865** | **74,76** | **1.281** | **16,33** | **7.146** | **91,09** |
| < 30 tahun / years | 2.288 | 29,17 | 496 | 6,32 | 2.784 | 35,49 |
| 30-50 tahun / years | 2.887 | 36,80 | 709 | 9,04 | 3.596 | 45,84 |
| >50 tahun / years | 690 | 8,80 | 76 | 0,97 | 766 | 9,76 |
| **Jumlah / Total** | **6.365** | **81,13** | **1.480** | **18,87** | **7.845** | **100** |

| Rentang Usia Age Range | 2024 | | | | | |
|---|---|---|---|---|---|---|
| | Pria Male | % | Wanita Female | % | Jumlah Total | % |
| **Pengurus / Management** | **11** | **0,14%** | **2** | **0,03%** | **13** | **0,16%** |
| < 30 tahun / years | 0 | 0,00% | 0 | 0,00% | 0 | 0,00% |
| 30-50 tahun / years | 1 | 0,01% | 2 | 0,03% | 3 | 0,04% |
| >50 tahun / years | 10 | 0,13% | 0 | 0,00% | 10 | 0,13% |
| **Manajemen Puncak / Top Management** | **53** | **0,67%** | **23** | **0,29%** | **76** | **0,96%** |
| < 30 tahun / years | 0 | 0,00% | 0 | 0,00% | 0 | 0,00% |
| 30-50 tahun / years | 37 | 0,47% | 18 | 0,23% | 55 | 0,69% |
| >50 tahun / years | 16 | 0,20% | 5 | 0,06% | 21 | 0,26% |
| **Manajemen Madya / Middle Management** | **153** | **1,93%** | **95** | **1,20%** | **248** | **3,13%** |
| < 30 tahun / years | 2 | 0,03% | 0 | 0,00% | 2 | 0,03% |
| 30-50 tahun / years | 120 | 1,51% | 92 | 1,16% | 212 | 2,67% |
| >50 tahun / years | 31 | 0,39% | 3 | 0,04% | 34 | 0,43% |
| **Manajemen Dasar / Basic Management** | **269** | **3,39%** | **74** | **0,93%** | **343** | **4,32%** |
| < 30 tahun / years | 29 | 0,37% | 21 | 0,26% | 50 | 0,63% |
| 30-50 tahun / years | 169 | 2,13% | 36 | 0,45% | 205 | 2,58% |
| >50 tahun / years | 71 | 0,90% | 17 | 0,21% | 88 | 1,11% |
| **Pelaksana / Executor** | **5.983** | **75,43%** | **1.269** | **16,00%** | **7.252** | **91,43%** |
| < 30 tahun / years | 2.686 | 33,86% | 625 | 7,88% | 3.311 | 41,74% |
| 30-50 tahun / years | 2.614 | 32,96% | 563 | 7,10% | 3.177 | 40,05% |
| >50 tahun / years | 683 | 8,61% | 81 | 1,02% | 764 | 9,63% |
| **Jumlah / Total** | 6.469 | 81,56% | 1.463 | 18,44% | 7.932 | 100,00% |

| Rentang Usia<br>Age Range | 2023 | | | | | |
|---|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total | % |
| **Pengurus / Management** | **11** | **0,14%** | **2** | **0,03%** | **13** | **0,16%** |
| < 30 tahun / years | 0 | 0,00% | 0 | 0,00% | 0 | 0,00% |
| 30-50 tahun / years | 1 | 0,01% | 2 | 0,03% | 3 | 0,04% |
| >50 tahun / years | 10 | 0,13% | 0 | 0,00% | 10 | 0,13% |
| **Manajemen Puncak / Top Management** | **59** | **0,74%** | **26** | **0,33%** | **85** | **1,07%** |
| < 30 tahun / years | 0 | 0,00% | 0 | 0,00% | 0 | 0,00% |
| 30-50 tahun / years | 37 | 0,46% | 20 | 0,25% | 57 | 0,72% |
| >50 tahun / years | 22 | 0,28% | 6 | 0,08% | 28 | 0,35% |
| **Manajemen Madya / Middle Management** | **149** | **1,87%** | **96** | **1,21%** | **245** | **3,08%** |
| < 30 tahun / years | 2 | 0,03% | 0 | 0,00% | 2 | 0,03% |
| 30-50 tahun / years | 112 | 1,41% | 90 | 1,13% | 202 | 2,54% |
| >50 tahun / years | 35 | 0,44% | 6 | 0,08% | 41 | 0,51% |
| **Manajemen Dasar / Basic Management** | **289** | **3,63%** | **77** | **0,97%** | **366** | **4,60%** |
| < 30 tahun / years | 31 | 0,39% | 20 | 0,25% | 51 | 0,64% |
| 30-50 tahun / years | 194 | 2,44% | 35 | 0,44% | 229 | 2,88% |
| >50 tahun / years | 64 | 0,80% | 22 | 0,28% | 86 | 1,08% |
| **Pelaksana / Executor** | **5.685** | **75,17%** | **1.296** | **16,28%** | **7.254** | **91,11%** |
| < 30 tahun / years | 2.373 | 29,80% | 558 | 7,01% | 2.931 | 36,81% |
| 30-50 tahun / years | 2.905 | 36,49% | 609 | 7,65% | 3.514 | 44,13% |
| >50 tahun / years | 707 | 8,88% | 102 | 1,28% | 809 | 10,16% |
| **Jumlah / Total** | 6.493 | 81,55% | 1.469 | 18,45% | 7.962 | 100,00% |

## Keberagaman Karyawan Berdasarkan Status Ketenagakerjaan, Usia, dan Jenis Kelamin
### Employee Diversity Based on Employment Status, Age Range, and Gender

| Rentang Usia<br>Age Range | 2025 | | | | | |
|---|---|---|---|---|---|---|
| | Pria<br>Male | % | Wanita<br>Female | % | Jumlah<br>Total | % |
| **Karyawan Tetap / Permanent Employees** | **3.562** | **45,47%** | **958** | **12,23%** | **4.520** | **57,70%** |
| < 30 tahun / years | 138 | 1,76% | 110 | 1,40% | 248 | 3,17% |
| 30-50 tahun / years | 2.693 | 34,38% | 760 | 9,70% | 3.453 | 44,08% |
| > 50 tahun / years | 731 | 9,33% | 88 | 1,12% | 819 | 10,46% |
| **Karyawan Kontrak / Contract Employees** | **2.793** | **35,66%** | **520** | **6,64%** | **3.313** | **42,30%** |
| < 30 tahun / years | 2.180 | 27,83% | 409 | 5,22% | 2.589 | 33,05% |
| 30-50 tahun / years | 534 | 6,82% | 102 | 1,30% | 636 | 8,12% |
| > 50 tahun / years | 79 | 1,01% | 9 | 0,11% | 88 | 1,12% |
| **Jumlah / Total** | **6.355** | **81,13%** | **1.478** | **18,87%** | **7.833** | **100,00%** |

| Rentang Usia Age Range | 2024 | | | | | |
|---|---|---|---|---|---|---|
| | Pria Male | % | Wanita Female | % | Jumlah Total | % |
| **Karyawan Tetap / Permanent Employees** | **3.745** | **47,29%** | **978** | **12,35%** | **4.723** | **59,64%** |
| < 30 tahun / years | 463 | 5,85% | 231 | 2,92% | 694 | 8,76% |
| 30-50 tahun / years | 2.560 | 32,33% | 650 | 8,21% | 3.210 | 40,54% |
| > 50 tahun / years | 722 | 9,12% | 97 | 1,22% | 819 | 10,34% |
| **Karyawan Kontrak / Contract Employees** | **2.713** | **34,26%** | **483** | **6,10%** | **3.196** | **40,36%** |
| < 30 tahun / years | 2.254 | 28,46% | 415 | 5,24% | 2.669 | 33,70% |
| 30-50 tahun / years | 380 | 4,80% | 59 | 0,75% | 439 | 5,54% |
| > 50 tahun / years | 79 | 1,00% | 9 | 0,11% | 88 | 1,11% |
| **Jumlah / Total** | **6.458** | **81,55%** | **1.461** | **18,45%** | **7.919** | **100,00%** |

| Rentang Usia Age Range | 2023 | | | | | |
|---|---|---|---|---|---|---|
| | Pria Male | % | Wanita Female | % | Jumlah Total | % |
| **Karyawan Tetap / Permanent Employees** | **3.992** | **50,22%** | **1.030** | **12,96%** | **5.022** | **63,18%** |
| < 30 tahun / years | 469 | 5,90% | 219 | 2,76% | 688 | 8,66% |
| 30-50 tahun / years | 2.776 | 34,92% | 682 | 8,58% | 3458 | 43,50% |
| > 50 tahun / years | 747 | 9,40% | 129 | 1,62% | 876 | 11,02% |
| **Karyawan Kontrak / Contract Employees** | **2.490** | **31,32%** | **437** | **5,50%** | **2.927** | **36,82%** |
| < 30 tahun / years | 937 | 24,37% | 359 | 4,52% | 2296 | 28,88% |
| 30-50 tahun / years | 472 | 5,94% | 71 | 0,89% | 544 | 6,84% |
| > 50 tahun / years | 81 | 1,02% | 6 | 0,08% | 87 | 1,09% |
| **Jumlah / Total** | **6.482** | **81,54%** | **1.467** | **18,46%** | **7.949** | **100,00%** |

Perseroan telah mengembangkan program Srikandi Jasa Marga sebagai wadah bagi talenta perempuan untuk berkontribusi secara signifikan dalam mendorong keberagaman di lingkungan kepegawaian Perseroan. Organisasi Srikandi Jasa Marga telah ditetapkan melalui Keputusan Direksi Nomor 39/KPTS/2023 sebagai perubahan atas Keputusan Direksi Nomor 56/KPTS/2022 mengenai Struktur Organisasi dan Susunan Pengurus Srikandi Jasa Marga. Melalui organisasi ini, Srikandi Jasa Marga secara aktif mendukung peningkatan peran perempuan dalam berbagai aspek operasional perusahaan, termasuk bagi karyawan perempuan yang sedang hamil maupun yang memiliki anak balita.

Dalam meningkatkan peran perempuan di lingkungan kerja, Jasa Marga telah menerapkan pembagian jam kerja (shift 3) yang ramah perempuan pada karyawan perempuan di pintu tol. Langkah ini merupakan upaya Perseroan dalam mewujudkan kesetaraan gender di lingkungan kerja.

The Company has established the Srikandi Jasa Marga program as a platform for female talent to contribute significantly in promoting diversity within the Company's workforce. The Srikandi Jasa Marga organization was formalized through Board of Directors Decree No. 39/KPTS/2023 as an amendment to Board of Directors Decree No. 56/KPTS/2022 concerning the Organizational Structure and Management of Srikandi Jasa Marga. Through this organization, Srikandi Jasa Marga actively supports the enhancement of women's roles across various operational aspects of the Company, including for female employees who are pregnant or have young children.

To further strengthen the role of women in the workplace, Jasa Marga has implemented a women-friendly shift system (three-shift arrangement) for female employees at toll gates. This initiative represents the Company's effort to promote gender equality in the workplace. As a form of support, Jasa

Sebagai bentuk dukungan, Jasa Marga telah memberikan perlindungan kepada karyawannya untuk saling menghargai, saling menghormati dan menciptakan lingkungan kerja yang kondusif dan produktif, sesuai ketentuan dalam kebijakan *Respectful Workplace Policy*.

Marga provides protection to its employees by fostering mutual respect and creating a conducive and productive work environment, in accordance with the provisions set out in the Respectful Workplace Policy.

## Ketenagakerjaan yang Inklusif
## Inclusive Employment

Perusahaan mendukung ketenagakerjaan yang inklusif sebagai praktik bahwa setiap individu, memiliki kesempatan yang sama untuk mendapatkan pekerjaan dan berpartisipasi dalam dunia kerja. Pelaksanaan rekrutmen dan seleksi dilakukan secara terbuka, adil, non-diskriminasi, aksesibilitas, dan menggunakan praktik yang inklusi dan professional. Pelaksanaan rekrutmen penyandang disabilitas di Jasa Marga telah menggunakan proses yang inklusi dengan melakukan desain lowongan yang ramah disabilitas, proses seleksi yang akomodatif, pelaksanaan onboarding, penempatan serta akses karir yang berkelanjutan.

The Company supports inclusive employment as a practice that ensures every individual has equal opportunities to obtain employment and participate in the workforce. Recruitment and selection processes are conducted in an open, fair, non-discriminatory, and accessible manner, applying inclusive and professional practices. The recruitment of persons with disabilities at Jasa Marga has adopted an inclusive approach, including disability-friendly job vacancy design, accommodative selection processes, onboarding implementation, appropriate placement, and sustainable career access.

Dalam lingkungan kerja, Perusahaan menjamin perilaku saling menghargai di tempat kerja sehingga tidak ada perilaku diskriminasi, pelecehan dan kekerasan baik dari rekan kerja maupun dari pihak manajemen. Hal tersebut sesuai dengan Surat Edaran Nomor 08/SE-DIR/2023 tanggal 9 Maret 2023 perihal Panduan Implementasi Berperilaku Saling Menghargai di Tempat Kerja (Respectful Workplace Policy) di Lingkungan Jasa Marga Group. Karyawan diperlakukan secara setara dengan karyawan lain, diberi kesempatan yang sama untuk berkembang, dan mendapatkan hak-hak yang sama sesuai ketentuan perusahaan dan hukum ketenagakerjaan. Perusahaan juga telah memiliki akomodasi layak pada lingkungan dan bangunan fisik tempat kerja seperti fasilitas parkir disabilitas, ramp, lift, dan toilet disabilitas.

Within the workplace, the Company ensures a culture of mutual respect, preventing any form of discrimination, harassment, or violence, whether from colleagues or management. This is in accordance with Circular Letter No. 08/SE-DIR/2023 dated March 9, 2023, regarding the Guidelines for Implementing Respectful Workplace Behavior within the Jasa Marga Group. Employees are treated equally, provided with equal opportunities for development, and granted the same rights in accordance with company policies and labor regulations. The Company has also provided reasonable accommodations within the workplace environment and physical facilities, such as designated parking spaces for persons with disabilities, ramps, elevators, and accessible restrooms.



## Rekrutmen dan Perputaran Karyawan
**[GRI 401-1]**

Dalam memenuhi kebutuhan sumber daya manusia, Perseroan melakukan rekrutmen karyawan baru baik *fresh graduate* maupun tenaga pengalaman. Rekrutmen dilakukan melalui Program Rekrutmen Bersama BUMN maupun bekerja sama dengan berbagai perguruan tinggi di Indonesia. Perseroan membuka kesempatan luas kepada calon karyawan dengan melakukan rekrutmen di seluruh wilayah Indonesia. Pada tahun 2025, Perseroan telah merekrut 39 orang melalui

## Recruitment and Employee Turnover
**[GRI 401-1]**

In fulfilling its human resource needs, the Company recruits new employees, including both fresh graduates and experienced professionals, through the Joint SOE Recruitment Program (RBB) as well as collaborations with various universities across Indonesia, providing broad opportunities for candidates nationwide. In 2025, the Company recruited 39 individuals through the RBB program, with the recruitment process conducted from March to June 2025, followed by

program Rekrutmen Bersama BUMN (RBB). Proses rekrutmen dimulai pada bulan Maret sampai dengan bulan Juni 2025 yang kemudian lanjut ke program learning journey selama 6 (enam) bulan sebelum dilakukan pengangkatan karyawan tetap.

Selain itu, Perseroan juga telah melakukan rekrutmen dan seleksi karyawan disabilitas melalui program RBB Kategori Disabilitas Tahun 2025 yang dimulai pada bulan Maret sampai dengan Mei 2025. Melalui proses tersebut, hasil lolos rekrutmen dan seleksi untuk karyawan kategori disabilitas Perseroan adalah 4 (empat) orang. Namun terdapat 2 (dua) orang yang mengundurkan diri dari proses offering letter, sehingga saat ini Perseroan memperoleh 2 (dua) karyawan disabilitas baru.

a six-month learning journey program prior to permanent employment appointment.

In addition, the Company conducted recruitment and selection for persons with disabilities through the 2025 Joint SOE Recruitment Program (RBB) Disability Category, which took place from March to May 2025. Through this process, four candidates successfully passed the recruitment and selection stages; however, two candidates withdrew during the offering letter stage, resulting in the addition of two new employees with disabilities.

### Rekrutmen Karyawan Baru Berdasarkan Kelompok Usia
### New Employee Recruitment by Age Group

(Dalam Orang/in persons)

| Kelompok Usia | 2025 | 2024 | 2023 | Age Group |
|---|---|---|---|---|
| < 30 tahun | 41 | 31 | 9 | < 30 years old |
| 30-50 tahun | - | 3 | - | 30-50 years old |
| > 50 tahun | - | - | - | >50 years old |
| **Total** | **41** | **34** | **9** | **Total** |

### Komposisi Karyawan Baru Berdasarkan Jenis Kelamin
### New Employee Composition by Gender

(Dalam Orang/in persons)

| Uraian | 2025 | 2024 | 2023 | Description |
|---|---|---|---|---|
| Pria | 22 | 17 | 5 | Male |
| Wanita | 19 | 17 | 4 | Female |
| **Total** | **41** | **34** | **9** | **Total** |

### Rekrutmen Karyawan Baru Berdasarkan Wilayah Kerja
### New Employee Recruitment by Work area

(Dalam Orang/in persons)

| Wilayah | 2025 | 2024 | 2023 | Work Area |
|---|---|---|---|---|
| Kantor Pusat | 41 | 34 | 9 | Head Office |
| Kantor Cabang (RO) dan Regional | - | - | - | Branch Offices (RO) and Regional |
| Anak Perusahaan | - | - | - | Subsidiaries |
| **Total** | **41** | **34** | **9** | **Total** |

Meskipun demikian, Perseroan juga mengalami pergantian karyawan yang disebabkan oleh beberapa alasan antara lain pensiun normal, pensiun dini, pelanggaran disiplin, meninggal dunia, pensiun sakit/cacat, mengundurkan diri, dan PKWT habis kontrak. Pada tahun 2025, terdapat 133 karyawan yang berhenti bekerja mayoritas karyawan berhenti bekerja dikarenakan pensiun normal.

Nevertheless, the Company also experienced employee turnover due to various reasons, including normal retirement, early retirement, disciplinary violations, death, medical/disability retirement, resignation, and the expiration of fixed-term employment contracts (PKWT). In 2025, a total of 133 employees left the Company, with the majority departing due to normal retirement.

## Komposisi Karyawan Berhenti Bekerja Berdasarkan Kelompok Usia
Composition of Employees Who Left the Company by Age Group

(Dalam Orang/in persons)

| Kelompok Usia | 2025 | 2024 | 2023 | Age Group |
|---|---|---|---|---|
| < 30 tahun | - | - | 1 | < 30 years old |
| 30-50 tahun | 9 | 3 | 9 | 30-50 years old |
| > 50 tahun | 124 | 128 | 112 | >50 years old |
| **Total** | **133** | **131** | **122** | **Total** |

## Komposisi Karyawan Berhenti Bekerja Berdasarkan Jenis Kelamin
Composition of Employees Who Left the Company by Gender

(Dalam Orang/in persons)

| Uraian | 2025 | 2024 | 2023 | Description |
|---|---|---|---|---|
| Pria | 102 | 96 | 91 | Male |
| Wanita | 31 | 35 | 31 | Female |
| **Total** | **133** | **131** | **122** | **Total** |



## Komposisi Karyawan Berhenti Bekerja Berdasarkan Wilayah Kerja
Composition of Employees Who Left the Company by Work Area

(Dalam Orang/in persons)

| Wilayah | 2025 | 2024 | 2023 | Work Area |
|---|---|---|---|---|
| Kantor Pusat | 112 | 98 | 99 | Head Office |
| Kantor Cabang (RO) dan Regional | 9 | 15 | 16 | Branch Offices (RO) and Regional |
| Anak Perusahaan | 12 | 18 | 7 | Subsidiaries |
| **Total** | **133** | **131** | **122** | **Total** |

## Latar Belakang Karyawan Berhenti Bekerja
Background of Employees Who Left the Company

(Dalam Orang/in persons)

| Uraian Description | 2025 | | | 2024 | | | 2023 | | | Kenaikan (Penurunan) Increase (Decrease) 2024-2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| | Pria Male | Wanita Female | Jumlah Total | Pria Male | Wanita Female | Jumlah Total | Pria Male | Wanita Female | Jumlah Total | |
| Pensiun Normal Normal Retirement | 90 | 27 | 117 | 85 | 34 | 119 | 74 | 29 | 103 | 15,53% |
| Pensiun Dini Early Retirement | | | | 1 | - | 1 | 1 | - | 1 | - |
| PHK Pelanggaran Besar Termination (Major Violation) | | | | - | - | - | - | - | - | - |
| Meninggal Dunia Deceased | 7 | | 7 | 5 | 1 | 6 | 10 | - | 10 | -40% |

| Uraian Description | 2025 | | | 2024 | | | 2023 | | | Kenaikan (Penurunan) Increase (Decrease) 2024-2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| | Pria Male | Wanita Female | Jumlah Total | Pria Male | Wanita Female | Jumlah Total | Pria Male | Wanita Female | Jumlah Total | |
| Pensiun Sakit/ Cacat Disability Retirement | 5 | 2 | 7 | 4 | - | 4 | 2 | - | 2 | 100% |
| Mengundurkan Diri Resignation | | 1 | 1 | 1 | - | 1 | - | 1 | 1 | - |
| PKWT Habis Kontrak Expired Contract (PKWT) | | 1 | 1 | - | - | - | 4 | 1 | 5 | -100% |
| **Jumlah Total** | **102** | **31** | **133** | **96** | **35** | **131** | **91** | **31** | **122** | **7,4%** |

### Tabel *Turnover* Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Usia
Table of Employee Turnover Due to Resignation by Age Group

| Keterangan | 2025 | 2024 | 2023 | Description |
|---|---|---|---|---|
| < 30 tahun | - | - | - | < 30 years old |
| 30-50 tahun | 1 | 1 | 1 | 30-50 years old |
| > 50 tahun | - | - | - | >50 years old |

### Tabel *Turnover* Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Jenis Kelamin
Table of Employee Turnover Due to Resignation by Gender

| Keterangan | 2025 | 2024 | 2023 | Description |
|---|---|---|---|---|
| Pria | - | 1 | - | Male |
| Wanita | 1 | - | 1 | Female |

### Tabel *Turnover* Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Wilayah
Table of Employee Turnover Due to Resignation by Region

| Keterangan | 2025 | 2024 | 2023 | Description |
|---|---|---|---|---|
| Kantor Pusat | - | - | - | Head Office |
| Kantor Cabang (RO) dan Regional | - | - | - | Branch Offices(RO) dan Regional |
| Anak Perusahaan | 1 | 1 | 1 | Subsidiaries |

## EMPLOYEE ENGAGEMENT SURVEY

Employee Engagement Survey (EES) merupakan proses pengukuran yang dilakukan melalui seperangkat kuesioner untuk menilai tingkat keterikatan (engagement) karyawan dalam bekerja, sehingga selaras dengan tujuan, strategi, serta pencapaian visi dan misi Perusahaan. EES dilaksanakan secara berkala setiap tahun guna memperoleh gambaran tingkat keterikatan karyawan, berdasarkan persepsi terhadap hal-hal yang mereka lihat, dengar, dan rasakan di lingkungan kerja. Dimensi dalam EES menjadi indikator dalam mengukur tingkat komitmen dan kepuasan karyawan terhadap Perusahaan.

The Employee Engagement Survey (EES) is a measurement process conducted through a set of questionnaires to assess the level of employee engagement, ensuring alignment with the Company's objectives, strategies, and the achievement of its vision and mission. The EES is conducted annually to provide an overview of employee engagement levels based on their perceptions of what they see, hear, and experience in the workplace. The dimensions within the EES serve as indicators to measure employee commitment and satisfaction toward the Company.

Sejak tahun 2017, Jasa Marga secara konsisten melaksanakan EES dengan melibatkan seluruh karyawan di lingkungan Jasa Marga Group, yang mencakup sekitar 7.000 responden. Pengukuran dilakukan menggunakan skala Likert dengan rentang nilai 1–4. Pada tahun 2023, Jasa Marga memperoleh skor Employee Engagement Index (EEI) sebesar 3,82. Sementara itu, pada tahun 2024 skor EEI berada pada angka 3,72. Penurunan tersebut dikarenakan Jasa Marga tidak melaksanakan survei EES secara mandiri, melainkan berpartisipasi dalam penilaian Stellar Award yang diselenggarakan oleh Kontan. Survei tersebut melibatkan 283 responden sebagai sampel, yang berbeda secara signifikan dibandingkan dengan jumlah responden pada pelaksanaan EES di tahun-tahun lainnya.

Since 2017, Jasa Marga has consistently conducted the EES involving all employees across the Jasa Marga Group, covering approximately 7,000 respondents. The assessment uses a Likert scale ranging from 1 to 4. In 2023, Jasa Marga recorded an Employee Engagement Index (EEI) score of 3.82, while in 2024 the EEI score was 3.72. The decline was due to the Company not conducting the EES independently, but instead participating in the Stellar Award assessment organized by Kontan, which involved only 283 respondents as a sample—significantly lower than in previous years.

Berdasarkan hasil pelaksanaan EES tahun 2025, Perusahaan secara konsisten menunjukkan komitmen dalam mendengarkan dan menindaklanjuti aspirasi karyawan sebagai bagian dari upaya peningkatan pengelolaan sumber daya manusia yang berkelanjutan. Secara umum, tingkat keterikatan karyawan pada tahun 2025 berada pada kategori engaged dengan skor EEI berada pada angka 3,82 yang tetap terjaga dibandingkan dengan capaian tahun 2023. Stabilitas ini menunjukkan bahwa Perusahaan mampu mempertahankan tingkat keterikatan karyawan di tengah dinamika organisasi, sekaligus mencerminkan keberhasilan berbagai inisiatif perbaikan yang telah dilakukan secara berkelanjutan.

Based on the 2025 EES results, the Company has consistently demonstrated its commitment to listening to and following up on employee aspirations as part of its efforts to enhance sustainable human capital management. Overall, the employee engagement level in 2025 remained in the "engaged" category, with an EEI score of 3.82, maintaining the same level as in 2023. This stability indicates the Company's ability to sustain employee engagement amid organizational dynamics, while also reflecting the success of continuous improvement initiatives that have been implemented.

Meskipun demikian, Perusahaan tidak berhenti pada pencapaian tersebut dan tetap menjadikan hasil survei sebagai dasar untuk perbaikan berkelanjutan. Dengan pendekatan yang berbasis data dan partisipasi aktif karyawan, Perusahaan terus memperkuat budaya keterbukaan, komunikasi dua arah, serta pengambilan keputusan yang responsif terhadap kebutuhan internal.

Nevertheless, the Company does not stop at this achievement and continues to use survey results as a basis for ongoing improvement. Through a data-driven approach and active employee participation, the Company continues to strengthen a culture of openness, two-way communication, and responsive decision-making aligned with internal needs.

## Pelatihan dan Pengembangan Kompetensi
**[OJK F.22, GRI 404-1, GRI 404-2, GRI 404-3]**

Perseroan secara konsisten melakukan pengembangan kompetensi dan peningkatan kapabilitas karyawan sesuai dengan kebutuhan bisnis saat ini maupun kebutuhan di masa mendatang. Inisiatif pengembangan kompetensi karyawan ini dilaksanakan tanpa membedakan suku, agama, ras, golongan, gender, dan kondisi fisik sesuai kebutuhan pemenuhan gap kompetensi dan potensi karyawan. Pengembangan kompetensi juga menjadi jembatan untuk memenuhi gap generasi serta menyiapkan suksesi manajemen.

Perseroan memiliki unit bernama Jasa Marga Learning Institute (JMLI), bertanggung jawab dalam mengelola program pengembangan kompetensi karyawan. Pada tahun 2025, Program *Learning and Development* senantiasa dilakukan kepada seluruh level jabatan Karyawan di Jasa Marga dengan mempertimbangkan *learning academy* yang ada di Jasa Marga, diantaranya:

a. *Project Development Academy*
b. *Operational Services Academy*
c. *Technological Innovation Academy*
d. *Business Support Academy*
e. *Leadership Development Academy*

Program *Learning and Development* dilakukan dengan pendekatan pembelajaran efektif 70:20:10. Pembelajaran dilakukan secara formal seperti seminar, *workshop*, dan pendidikan formal serta pembelajaran secara aktif melalui *coaching*, *mentoring*, *sharing* maupun aktif sebagai Narasumber dan pengajar baik pada level internal Perusahaan maupun eksternal Perusahaan.

Pengembangan kompetensi karyawan Jasa Marga dilakukan dengan menerapkan konsep digital melalui pembelajaran aktif pada Human Capital Management Integrated System (JM-Click) serta berdasarkan kepada Learning Academy di Perseroan. Pengelolaan Talent Development tahun 2025 bertemakan Accelerating Collaboration. Program Unggulan Business Acumen & Strategic Innovation diimplementasikan untuk memperkuat kompetensi kolaborasi melalui cross- functional project assignment, berupa proyek inovasi lintas unit kerja.

Pada tahun 2025, perusahaan secara konsisten melakukan penguatan kapabilitas organisasi melalui pengembangan kompetensi digital, pengembangan kepemimpinan (leadership), pelaksanaan program beasiswa dan sertifikasi kompetensi karyawan. Perhatian khusus juga diberikan untuk pemenuhan sertifikasi organ pengelola risiko dalam rangka memastikan tata kelola yang efektif dan mendukung pencapaian kebutuhan bisnis yang terus berkembang sekaligus memperkuat daya saing perusahaan secara berkelanjutan.

## Training And Competency Development
**[OJK F.22, GRI 404-1, GRI 404-2, GRI 404-3]**

The Company consistently ensures equal treatment for all employees in the development of their competencies. Jasa Marga offers equal opportunities for all employees to enhance their competencies, develop their careers, and carry out their duties professionally without discrimination based on ethnicity, religion, race, affiliation, gender, or physical condition, in accordance with the required potential, capabilities, and qualifications. The Company continuously advances the competency development and capabilities of its human capital in alignment with current and future business needs. Competency development is also positioned as an effort to bridge generational differences and support the preparation of leadership succession.

The Company has a unit called Jasa Marga Learning Institute (JMLI), responsible for managing employee competency development programs. In 2024, the Learning and Development Program is continuously implemented for all employee levels at Jasa Marga, taking into account the existing learning academies within Jasa Marga, including:

a. Project Development Academy
b. Operational Services Academy
c. Technological Innovation Academy
d. Business Support Academy
e. Leadership Development Academy

The Learning and Development Program is implemented using the effective 70:20:10 learning approach. Learning is conducted formally through seminars, workshops, and academic education, and informally through coaching, mentoring, and knowledge-sharing sessions. Employees are also actively involved as speakers and facilitators at both internal and external organizational levels.

Employee competency development at Jasa Marga is carried out by applying a digital-based approach through active learning on the Human Capital Management Integrated System (JM-Click), as well as through the Company's Learning Academy. Talent Development management in 2025 is themed *Accelerating Collaboration*, with the flagship program *Business Acumen & Strategic Innovation* implemented to strengthen collaborative competencies through cross-functional project assignments in the form of innovation projects across business units.

In 2025, the Company consistently strengthened its organizational capabilities through the development of digital competencies, leadership development programs, scholarship initiatives, and employee competency certifications. Special attention was also given to fulfilling certifications for risk management personnel to ensure effective governance and support the achievement of evolving business needs, while enhancing the Company's long-term competitiveness.

Program-program pembelajaran yang dijalankan Perseroan tidak hanya bertujuan untuk meningkatkan kompetensi karyawan, tetapi juga sejalan dengan komitmen terhadap pilar Environmental, Social, and Governance (ESG). Hal ini menunjukkan kontribusi nyata Perseroan dalam mendukung tujuan pembangunan berkelanjutan melalui pemberdayaan human capital yang tangguh dan berintegritas.

Sebagai bagian dari implementasi roadmap ESG Jasa Marga, Perseroan menyelenggarakan berbagai program pelatihan dan sertifikasi, baik secara inhouse maupun public training, antara lain Certified Sustainability Reporting Specialist, Knowledge Management Forum in Sustainability, Certificate in Climate Finance (CertCF), Seminar ICSO 2025: Advancing Indonesia's Green Economy, Program Implementasi Nilai ESG, serta Sustainability Series.

Sepanjang tahun 2025, jumlah karyawan yang memperoleh pelatihan sebanyak 7.906 orang dengan jumlah jam sebanyak 260.898 Jam. Rata-rata jam pelatihan adalah 33 jam per karyawan. Pada tahun 2025, Perseroan telah merealisasikan biaya Pendidikan dan pelatihan sebesar Rp25.835.930.311 juta. Biaya ini meningkat dibandingkan tahun 2024.

The learning programs implemented by the Company are not only aimed at enhancing employee competencies but are also aligned with its commitment to Environmental, Social, and Governance (ESG) principles. This reflects the Company's tangible contribution to supporting sustainable development goals through the empowerment of resilient and high-integrity human capital.

As part of the implementation of Jasa Marga's ESG roadmap, the Company has organized various training and certification programs, both in-house and public training, including Certified Sustainability Reporting Specialist, Knowledge Management Forum in Sustainability, Certificate in Climate Finance (CertCF), Seminar ICSO 2025: Advancing Indonesia's Green Economy, ESG Implementation Program, and Sustainability Series.

Throughout 2025, a total of 7,906 employees participated in training programs, accumulating 260,898 training hours, with an average of 33 training hours per employee. In the same year, the Company realized education and training expenses amounting to IDR 25,835,930,311, representing an increase compared to 2024.



**Tabel Rata-Rata Jam Pelatihan [OJK F.22, GRI 404-1]**
Table of Average Training Hours

| Uraian Description | Jumlah Karyawan yang Memperoleh Pelatihan (Orang) Number of Employees Trained (People) | | | Jam Pelatihan (Jam) Training Hours (Hours) | | | Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang) Average Training Hours per Employee (Hours/Person) | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Keseluruhan Overall | **7.906** | 7.992 | 7.949 | **260.898** | 239.948 | 262.266 | **33** | 30 | 32 |
| **Berdasarkan Jenis Kelamin / By Gender** | | | | | | | | | |
| Pria Male | **6.412** | 6.514 | 6.482 | **153.888** | 142.310 | 157.359 | **24** | 22 | 26,63 |
| Wanita Female | **1.494** | 1.478 | 1.467 | **107.010** | 97.638 | 104.906 | **72** | 66 | 47,23 |
| **Berdasarkan Kategori Jabatan yang Mengikuti Pelatihan / By Job Category Participating in Training** | | | | | | | | | |
| Manajemen Puncak Top Management | **97** | 99 | 84 | **4.074** | 3.762 | 26.226 | **42** | 38 | 242,83 |
| Manajemen Madya Middle Management | **251** | 251 | 245 | **10.793** | 9.538 | 39.339 | **43** | 38 | 154,87 |
| Manajemen Dasar Lower Management | **374** | 351 | 366 | **16.830** | 13.338 | 78.679 | **45** | 38 | 193,31 |
| Pelaksana Staff/ Executors | **7.145** | 7.268 | 7.254 | **227.602** | 276.184 | 52.456 | **32** | 38 | 7,54 |

| Uraian Description | Jumlah Karyawan yang Memperoleh Pelatihan (Orang) Number of Employees Trained (People) | | | Jam Pelatihan (Jam) Training Hours (Hours) | | | Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang) Average Training Hours per Employee (Hours/Person) | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Calon Karyawan/ *Trainee* Prospective Employees/ Trainees | **39** | 35 | 23 | **1.599** | 1.330 | - | **41** | 38 | - |

Pada tahun 2025, Perseroan telah merealisasikan biaya pendidikan dan pelatihan sebesar Rp24,02 miliar meningkat dibandingkan tahun 2024 yang sebesar Rp19,46 miliar.

In 2025, the Company realized education and training expenses amounting to IDR 24.02 billion, an increase compared to IDR 19.46 billion in 2024.

## Biaya Pengembangan Kompetensi Karyawan
### Employee Competency Development Costs

| Keterangan Description | 2025 | 2024 | 2023 | Kenaikan (Penurunan) Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Realisasi Biaya Pendidikan dan Pelatihan (Rp-miliar) Realized Education and Training Costs (IDR-Billion) | **24,02** | 19,46 | 10,71 | 4,56 |
| Rata-rata Biaya pelatihan per karyawan (Rp-juta) Average Training Cost per Employee (IDR Million) | **3,03** | 2,43 | 1,34 | 0,60 |

Untuk menunjang peningkatan karir karyawan, Perseroan telah melakukan pelatihan-pelatihan sebagai berikut.

To support employee career development, the Company has conducted the following training programs:

## Tabel Pelatihan dan Pendidikan
### Training and Education Programs

| Jenis Pelatihan dan Pendidikan Type of Training and Education | Jumlah Karyawan Number of Employees | Jumlah Jam Pelatihan dan Pendidikan Karyawan Total Training and Education Hours |
|---|---|---|
| *Project Development Academy* | 715 | 10.436 |
| *Operational Services Academy* | 1.066 | 7.827 |
| *Technological Innovation Academy* | 702 | 20.872 |
| *Business Support Academy* | 12.445 | 182.629 |
| *Leadership Development Academy* | 1.551 | 39.135 |
| *Total* | 16.479 | 260.898 |

Selain itu, Perseroan memberikan kesempatan dan waktu yang cukup untuk karyawan yang akan memasuki usia pensiun agar dapat mempersiapkan diri mencari peluang usaha dalam rangka menjaga kesinambungan pendapatan melalui Program Masa Persiapan Pensiun (MPP). Masa Persiapan Pensiun Jasa

In addition, the Company provides adequate time and opportunities for employees approaching retirement age to prepare for future business opportunities and ensure income sustainability through the Pre-Retirement Program (MPP). The Jasa Marga Pre-Retirement Program is regulated under

Marga telah diatur dalam Surat Keputusan Direksi Nomor: 119/KPTS/2020 tentang Masa Persiapan Pensiun (MPP) Karyawan PT Jasa Marga (Persero) Tbk. Perseroan juga telah melaksanakan program strategis untuk mendukung karyawan yang mendekati masa purnabakti melalui JM Preneurship, yang merupakan program pelatihan berbasis digital yang fokus pada pengembangan keterampilan kewirausahaan, dirancang untuk karyawan yang berminat menjalani "*second career*" setelah pensiun sebagai wirausaha. Selain itu, Perseroan juga menyelenggarakan Pelatihan Purnabhakti dengan memberikan pembekalan menyeluruh, mencakup aspek mental, emosional, dan keterampilan praktis, guna membantu karyawan menghadapi masa pensiun dengan kesiapan dan kepercayaan diri. Melalui Program Persiapan Pensiun ini, Perseroan berkomitmen mendukung karyawan dalam memulai perjalanan baru sekaligus memastikan transisi masa pensiun yang lebih terarah dan produktif.

Board of Directors Decree No. 119/KPTS/2020 concerning the Pre-Retirement Period (MPP) for employees of PT Jasa Marga (Persero) Tbk. The Company has also implemented strategic programs to support employees nearing retirement through JM Preneurship, a digital-based training program focused on developing entrepreneurial skills, designed for employees interested in pursuing a "second career" as entrepreneurs after retirement. In addition, the Company organizes Retirement Preparation Training that provides comprehensive preparation, covering mental, emotional, and practical skill aspects, to help employees face retirement with readiness and confidence. Through this Pre-Retirement Program, the Company is committed to supporting employees in starting a new chapter while ensuring a more structured and productive transition into retirement.

Setiap tahun, Perseroan melakukan penilaian dan evaluasi kinerja karyawan secara adil setiap tahun. Penilaian dan evaluasi ini dilakukan sebagai dasar pemberian insentif dan pengembangan karier serta untuk pegawai kontrak sebagai dasar status kepegawaian. Kebijakan ini berlaku untuk seluruh karyawan pada semua jenjang. Pada periode pelaporan ini, seluruh (100%) karyawan telah mendapatkan penilaian kinerja.

Each year, the Company conducts fair employee performance assessments and evaluations. These assessments serve as the basis for providing incentives, career development, and determining employment status for contract employees. This policy applies to all employees across all levels. During the reporting period, all employees (100%) have undergone performance evaluations.

Selain itu, Perseroan juga melakukan peninjauan kinerja kepada 268 orang karyawan tetap yang hasil dari peninjauan menjadi dasar untuk memberikan promosi/mutasi/rotasi/demosi kepada karyawan. Pada tahun 2025, terdapat 214 karyawan yang mendapatkan promosi dan 174 karyawan lainnya mengalami mutasi atau rotasi.

In addition, the Company conducted performance reviews for 268 permanent employees, the results of which served as the basis for promotions, transfers, rotations, or demotions. In 2025, a total of 214 employees received promotions, while 174 employees underwent transfers or rotations.



**Tabel Tinjauan Rutin Karyawan dan Jenjang Karir**
**Table of Employee Performance Reviews and Career Progression**

| Detail Data<br>Data Details | Grade | | | | | | Total |
|---|---|---|---|---|---|---|---|
| | BOD-1 | BOD-2 | BOD-3 | BOD-4 | BOD-5 | BOD-6 | |
| **Promosi**<br>Promotion | **4** | **21** | **59** | **38** | **91** | **1** | **214** |
| Laki-laki<br>Male | 3 | 14 | 39 | 31 | 64 | 0 | 151 |
| Perempuan<br>Female | 1 | 7 | 20 | 7 | 27 | 1 | 63 |
| **Rotasi**<br>Rotation | **8** | **30** | **40** | **45** | **46** | **5** | **174** |
| Laki-laki<br>Male | 4 | 21 | 37 | 27 | 37 | 4 | 130 |
| Perempuan<br>Female | 4 | 9 | 3 | 18 | 9 | 1 | 44 |
| **Total** | **12** | **51** | **99** | **83** | **137** | **6** | **388** |

| Tahun Year | Jumlah Karyawan yang Mendapatkan Peninjauan Number of Employees Reviewed | Hasil Penilaian dan Relevansi Pengembangan Karier Performance Evaluation Results and Career Development Relevance | | |
|---|---|---|---|---|
| | | Promosi Promotion | Mutasi/Rotasi Transfer/Rotation | Demosi Demotion |
| **2025** | **388 orang (3,42% dari total karyawan)**<br>**388 employees (3.42% of total employees)** | **214** | **174** | **-** |
| 2024 | 520 orang (28% dari total karyawan)<br>520 employees (28% of total employees) | 104 | 183 | - |
| 2023 | 785 orang (40% dari total karyawan)<br>785 employees (40% of total employees) | 157 | 234 | - |

**Keterangan / Note:**
Karyawan yang dimaksud adalah karyawan tetap Jasa Marga yang bekerja di Kantor Pusat dan karyawan yang mendapat penugasan di Anak Perusahaan.
The employees referred to are permanent employees of Jasa Marga who work at the Head Office and those assigned to subsidiaries.

## Kebebasan Berserikat [GRI 2-30]

Perseroan senantiasa memastikan terjalinnya hubungan industrial yang harmonis, seimbang antara hak dan kewajiban, melalui komunikasi intensif serta keterlibatan aktif antara Perseroan dan karyawan dalam pencapaian target perusahaan. Jasa Marga menjamin kebebasan karyawan untuk berserikat dan berkumpul, dan pada tahun pelaporan telah memiliki Serikat Pekerja, yaitu Serikat Karyawan Jasa Marga (SKJM), dengan seluruh karyawan menjadi anggotanya. Secara berkala, manajemen dan SKJM melakukan komunikasi melalui Lembaga Kerja Sama (LKS) Bipartit, yang dibentuk berdasarkan keputusan bersama Direktur Utama Perseroan dan Ketua Umum Dewan Pengurus Pusat SKJM. Melalui lembaga ini, kedua pihak membahas dan mengevaluasi Perjanjian Kerja Bersama (PKB) sebagai pedoman kerja sama dalam hubungan industrial. Review dan penandatanganan PKB dilakukan setiap 3 (tiga) tahun, dan seluruh karyawan (100%) telah tercakup dalam PKB.

Di tahun 2024, Perseroan bersama SKJM memperbarui PKB untuk periode 2024–2026. PKB ini memuat berbagai kesepakatan antara manajemen dan SKJM yang bertujuan menciptakan serta menjaga keharmonisan hubungan kerja yang sinergis. Tujuan PKB adalah mengatur hak dan kewajiban secara adil dan seimbang, memelihara hubungan kerja yang harmonis dan sinergis, serta menjadi pedoman penyelesaian masalah ketenagakerjaan sesuai peraturan perundang-undangan yang berlaku. Selain itu, manajemen dan SKJM berperan sebagai komponen Perseroan dalam mensosialisasikan kebijakan perusahaan kepada karyawan, termasuk kebijakan terkait sistem Human Capital. Keduanya juga secara berkala mengadakan pertemuan untuk membahas berbagai kebijakan perusahaan dan memastikan komunikasi yang efektif kepada seluruh karyawan.

## Freedom of Association [GRI 2-30]

The Company consistently ensures the establishment of harmonious industrial relations, maintaining a balance between rights and obligations through intensive communication and active engagement between the Company and its employees in achieving corporate targets. Jasa Marga guarantees employees' freedom of association and assembly, and during the reporting year, it has a labor union, namely the Jasa Marga Employees Union (SKJM), with all employees as members. Management and SKJM regularly communicate through the Bipartite Cooperation Institution (LKS Bipartite), established based on a joint decision between the President Director of the Company and the Chairman of the Central Executive Board of SKJM. Through this forum, both parties discuss and evaluate the Collective Labor Agreement (CLA/PKB) as a guideline for industrial relations. The review and signing of the CLA are conducted every three years, and all employees (100%) are covered under the agreement.

In 2024, the Company and SKJM updated the CLA for the 2024–2026 period. The agreement contains various mutual understandings between management and SKJM aimed at fostering and maintaining harmonious and synergistic working relationships. The CLA regulates rights and obligations in a fair and balanced manner, serves as a reference for resolving labor-related issues in accordance with applicable laws and regulations, and supports the maintenance of constructive industrial relations. In addition, management and SKJM act as key components of the Company in disseminating corporate policies to employees, including those related to the Human Capital system. Both parties also hold regular meetings to discuss various company policies and ensure effective communication across all employees.

## Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19]

Perseroan secara konsisten berkomitmen untuk mematuhi ketentuan peraturan perundang-undangan yang berlaku, khususnya Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, dalam pengelolaan sumber daya manusia. Selain berpedoman pada undang-undang tersebut, Perseroan juga menegaskan komitmennya untuk tidak mempekerjakan anak, sejalan dengan Konvensi ILO No. 138 Tahun 1973 mengenai usia minimum untuk bekerja serta Konvensi ILO No. 182 Tahun 1999 tentang penghapusan bentuk-bentuk pekerjaan terburuk bagi anak. Komitmen Perseroan untuk menolak praktik kerja paksa juga selaras dengan Konvensi ILO No. 29 Tahun 1930 tentang kerja paksa atau kerja wajib serta Konvensi ILO No. 105 Tahun 1957 mengenai penghapusan kerja paksa. Penerapan komitmen tersebut tercermin dalam pengaturan jam kerja yang telah disepakati, yaitu 8 (delapan) jam per hari dan 40 (empat puluh) jam per minggu untuk 5 (lima) hari kerja dalam satu minggu, sebagaimana diatur dalam Pasal 77 Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan. Ketentuan mengenai jam kerja ini telah dituangkan secara resmi dalam Perjanjian Kerja Bersama.

Komitmen Perseroan untuk tidak mempekerjakan pekerja anak diwujudkan melalui penetapan usia minimum karyawan, yaitu 18 tahun, sebagaimana diatur dalam Surat Keputusan Direksi Nomor 21/KPTS/2019 tentang Talent Acquisition yang terakhir diperbarui melalui Surat Keputusan Direksi Nomor 69/KPTS/2025. Sementara itu, komitmen Perseroan untuk tidak menerapkan kerja paksa tercermin dalam pengaturan jam kerja yang disepakati dalam Perjanjian Kerja Bersama, yaitu 8 jam per hari dan 40 jam per minggu untuk 5 hari kerja, sesuai dengan ketentuan Pasal 77 Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan yang telah diperbarui melalui Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Perppu Cipta Kerja menjadi Undang-Undang. Dengan penerapan kebijakan tersebut, selama periode pelaporan tidak ditemukan kasus pekerja anak maupun kerja paksa di Perseroan.

## Child Labor and Forced Labor [OJK F.19]

The Company consistently demonstrates its commitment to complying with applicable laws and regulations, particularly Law No. 13 of 2003 on Manpower, in managing its human resources. In addition to adhering to this law, the Company affirms its commitment to prohibiting child labor, in line with ILO Convention No. 138 of 1973 on Minimum Age and ILO Convention No. 182 of 1999 on the Elimination of the Worst Forms of Child Labour. The Company's commitment to rejecting forced labor is also aligned with ILO Convention No. 29 of 1930 on Forced or Compulsory Labour and ILO Convention No. 105 of 1957 on the Abolition of Forced Labour. The implementation of these commitments is reflected in the agreed working hours arrangement of 8 hours per day and 40 hours per week for a five-day workweek, as stipulated in Article 77 of Law No. 13 of 2003 on Manpower. These provisions are formally outlined in the Collective Labor Agreement.

The Company's commitment to not employing child labor is realized through the establishment of a minimum employee age of 18 years, as regulated in Board of Directors Decree No. 21/KPTS/2019 on Talent Acquisition, last amended through Board of Directors Decree No. 69/KPTS/2025. Meanwhile, the Company's commitment to preventing forced labor is reflected in the agreed working hours stipulated in the Collective Labor Agreement, in accordance with Article 77 of Law No. 13 of 2003 on Manpower, as amended by Law No. 6 of 2023 concerning the enactment of the Job Creation Law. With the implementation of these policies, no cases of child labor or forced labor were identified within the Company during the reporting period.

## Cuti Melahirkan

Perseroan memberikan hak cuti bagi karyawan perempuan yang melahirkan serta karyawan laki-laki yang istrinya melahirkan. Seluruh karyawan Jasa Marga yang memanfaatkan hak cuti melahirkan maupun cuti pendampingan dijadwalkan untuk kembali bekerja setelah masa cuti berakhir. Hak cuti melahirkan bagi karyawan perempuan diberikan selama 3 (tiga) bulan, dan setelah menyelesaikan masa cuti tersebut, karyawan perempuan dapat kembali bekerja dengan menempati posisi yang sama seperti sebelum cuti. Selain itu, Perseroan juga memberikan cuti selama 3 (tiga) hari kepada karyawan laki-laki yang istrinya melahirkan. Fasilitas ini

## Maternity Leave

The Company provides leave entitlements to all female employees and male employees whose spouses give birth. All Jasa Marga employees who take maternity or paternity leave are scheduled to return to work after the leave period ends. Female employees are granted maternity leave of three (3) months and are entitled to return to the same position they held prior to the leave. The Company also provides three (3) days of paternity leave for male employees whose spouses give birth, enabling them to accompany their spouses during childbirth and provide necessary support. The number of female employees who took and returned from maternity

memungkinkan karyawan untuk mendampingi istri selama proses persalinan serta memberikan dukungan sesuai kebutuhan. Data mengenai jumlah karyawan perempuan yang mengambil cuti melahirkan dan kembali bekerja, serta jumlah karyawan laki-laki yang mengambil cuti pendampingan selama tahun 2025 disajikan dalam tabel berikut.

leave, as well as male employees who took paternity leave during 2024, is presented in the following table.

### Tabel Cuti Melahirkan
### Maternity Leave Table

| Uraian<br>Description | 2025 | | 2024 | | 2023 | |
|---|---|---|---|---|---|---|
| | Wanita<br>Female | Pria<br>Male | Wanita<br>Female | Pria<br>Male | Wanita<br>Female | Pria<br>Male |
| Jumlah karyawan yang berhak cuti<br>Number of employees eligible for leave | 286 | 1206 | 308 | 1.299 | 331 | 1.382 |
| Jumlah karyawan yang mengambil hak cuti<br>Number of employees who took leave | 7 | 12 | 8 | 6 | 3 | 3 |
| Jumlah karyawan yang kembali bekerja pada periode laporan setelah cuti berakhir<br>Number of employees who returned to work in the reporting period after leave ended | 7 | 12 | 8 | 6 | 3 | 3 |
| Jumlah karyawan yang tetap bekerja hingga 12 bulan setelah mengambil cuti<br>Number of employees who remained employed for 12 months after taking leave | 7 | 12 | 8 | 6 | 3 | 3 |
| *Return to work rate* | 100% | 100% | 100% | 100% | 100% | 100% |
| *Retention rate* | 100% | 100% | 100% | 100% | 100% | 100% |

**Keterangan / Note:**
Jumlah karyawan yang berhak cuti merupakan jumlah karyawan yang sudah menikah.
The number of employees entitled to leave is the number of employees who are married.

## Upah Minimum Regional [OJK F.20]

Perseroan senantiasa berkomitmen untuk mematuhi segala peraturan perundangan yang berlaku termasuk dalam memberikan upah minimum terhadap karyawan Perseroan. Penetapan upah minimum tergantung pada wilayah kerja karyawan tersebut. Sesuai Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, pemberian upah minimum diarahkan kepada pencapaian kebutuhan hidup layak bagi karyawan. Besaran upah minimum sangat tergantung pada masing-masing daerah, yang umumnya menyesuaikan dengan harga kebutuhan pokok, tingkat inflasi, standar kelayakan hidup, dan variabel lainnya.

Sesuai Keputusan Menteri Tenaga Kerja dan Transmigrasi No. 226 Tahun 2000, pemberian upah di Jasa Marga memperhatikan Upah Minimum Provinsi (UMP, sebelumnya UMR Tingkat I) dan Upah Minimum Kabupaten/Kota (UMK, sebelumnya UMR Tingkat II). Berdasarkan regulasi ini, Perseroan berkomitmen memastikan kesejahteraan karyawan dengan memberikan upah minimal bagi karyawan tetap baru sesuai dengan

## Regional Minimum Wage [OJK F.20]

The Company consistently demonstrates its commitment to complying with all applicable laws and regulations, including in the provision of minimum wages for its employees. The determination of minimum wages depends on the employee's work location. In accordance with Law No. 13 of 2003 on Manpower, minimum wage policies are aimed at ensuring a decent standard of living for employees. The level of minimum wages varies by region, generally taking into account the cost of basic necessities, inflation rates, living standards, and other relevant variables.

In line with Minister of Manpower and Transmigration Decree No. 226 of 2000, Jasa Marga refers to the Provincial Minimum Wage (UMP, formerly UMR Level I) and Regency/City Minimum Wage (UMK, formerly UMR Level II) in determining employee compensation. Based on this regulation, the Company is committed to ensuring employee welfare by providing at least the applicable minimum wage for new permanent employees

upah minimum yang berlaku di wilayah operasional masing-masing. Pemberian upah dilakukan tanpa membedakan jenis kelamin, sehingga tidak ada perbedaan remunerasi antara karyawan pria dan wanita pada setiap kategori sesuai dengan Keputusan Direksi Nomor 130/KPTS/2022. Selain itu, besaran penghasilan ditetapkan secara sentralistik di Kantor Pusat dan berlaku seragam bagi seluruh pegawai yang menempati jenjang dan posisi yang sama.

in accordance with the minimum wage standards in each operational area. Wages are provided without discrimination based on gender, ensuring no differences in remuneration between male and female employees within the same category, in accordance with Board of Directors Decree No. 130/KPTS/2022. In addition, compensation levels are centrally determined at the Head Office and are applied uniformly to all employees holding the same grade and position.

**Tabel Rasio Standar Upah Terendah Karyawan Tetap Dibandingkan dengan Upah Minimum Provinsi (UMP)**
**Table Ratio of the Lowest Standard Wage for Permanent Employees Compared to the Provincial Minimum Wage (UMP)**

| **Provinsi/ Daerah** Province/Region | **2025** | | |
|---|---|---|---|
| | **Imbalan Jasa Karyawan Tingkat Terendah (Rp)** Employee Compensation at the Lowest Level (IDR) | **Upah Minimum Provinsi (Rp)** Provincial Minimum Wage (IDR) | **Rasio (%)** Ratio (%) |
| DKI Jakarta | **7.654.000** | **5.396.761** | **142%** |
| Banten | **13.700.000** | **2.905.120** | **472%** |
| Jawa Barat | **8.426.000** | **2.191.238** | **385%** |
| Jawa Tengah | **14.393.031** | **2.169.349** | **663%** |
| DI Yogyakarta | **13.700.000** | **2.264.080** | **605%** |
| Jawa Timur | **8.426.000** | **2.305.985** | **365%** |
| Sumatera Utara | **7.612.000** | **2.992.559** | **254%** |
| Kalimantan Timur | **16.329.839** | **3.579.313** | **456%** |
| Sulawesi Utara | **16.329.839** | **3.775.425** | **433%** |
| Rata-Rata Average | **11.841.190** | **3.064.426** | **386%** |

| **Provinsi/ Daerah** Province/Region | **2024** | | |
|---|---|---|---|
| | **Imbalan Jasa Karyawan Tingkat Terendah (Rp)** Employee Compensation at the Lowest Level (IDR) | **Upah Minimum Provinsi (Rp)** Provincial Minimum Wage (IDR) | **Rasio (%)** Ratio (%) |
| DKI Jakarta | 7.176.000 | 5.067.381 | 142% |
| Banten | 8.817.000 | 2.727.812 | 323% |
| Jawa Barat | 7.374.000 | 2.057.495 | 358% |
| Jawa Tengah | 8.817.000 | 2.036.947 | 433% |
| DI Yogyakarta | 8.817.000 | 2.125.897 | 415% |
| Jawa Timur | 10.403.000 | 2.165.244 | 480% |
| Sumatera Utara | 7.249.000 | 2.809.915 | 258% |
| Kalimantan Timur | 14.112.723 | 3.360.858 | 420% |
| Sulawesi Utara | 14.645.441 | 3.545.000 | 413% |
| **Rata-Rata Average** | **9.712.352** | **2.877.394** | **338%** |

| Provinsi/ Daerah<br>Province/Region | 2023 | | |
|---|---|---|---|
| | Imbalan Jasa Karyawan Tingkat Terendah (Rp)<br>Employee Compensation at the Lowest Level (IDR) | Upah Minimum Provinsi (Rp)<br>Provincial Minimum Wage (IDR) | Rasio (%)<br>Ratio (%) |
| DKI Jakarta | 6.850.000 | 4.901.798 | 139,74 |
| Banten | 9.783.353 | 2.661.280 | 367,62 |
| Jawa Barat | 9.903.588 | 1.986.670 | 498,50 |
| Jawa Tengah | 11.073.103 | 1.958.169 | 565,48 |
| DI Yogyakarta | - | - | 0% |
| Jawa Timur | 11.083.098 | 2.040.244 | 543,22 |
| Sumatera Utara | 7.017.000 | 2.710.492 | 258,88 |
| Kalimantan Timur | 8.664.031 | 3.201.396 | 270,63 |
| Sulawesi Utara | 11.073.103 | 3.845.000 | 287,99 |
| **Rata-Rata**<br>**Average** | **9.430.910** | **2.913.131** | **325,79** |

Selain gaji pokok, Perseroan memberikan tunjangan yang disesuaikan dengan status karyawan, yaitu karyawan tetap dan karyawan kontrak. Perbedaan status ini menentukan jenis tunjangan yang diterima. Beberapa tunjangan yang diberikan hanya kepada karyawan tetap meliputi tunjangan cuti, Asuransi Kecelakaan Diri Kumpulan (AKDK) untuk karyawan operasional, persiapan masa pensiun, serta kesempatan memiliki saham Perseroan. Perbandingan jenis tunjangan antara karyawan tetap dan tidak tetap disajikan dalam tabel berikut.

In addition to base salary, the Company provides benefits tailored to employee status, namely permanent and contract employees. This distinction determines the types of benefits received. Certain benefits are exclusively provided to permanent employees, including leave allowances, Group Personal Accident Insurance (AKDK) for operational employees, pre-retirement preparation programs, and opportunities to own Company shares. A comparison of benefit types between permanent and non-permanent employees is presented in the following table.



### Tabel Perbandingan Tunjangan Karyawan Tetap dan Karyawan Kontrak/Tidak Tetap
### Table of Employee Benefits Comparison Between Permanent and Contract/Non-Permanent Employees

| Bentuk Manfaat<br>Type of Benefit | Karyawan Tetap<br>Permanent Employee | | Karyawan Kontrak<br>Contract Employee | |
|---|---|---|---|---|
| | Pria<br>Male | Wanita<br>Female | Pria<br>Male | Wanita<br>Female |
| Tunjangan Posisi<br>Position Allowance | ✓ | ✓ | ✓ | ✓ |
| Tunjangan Hari Raya Keagamaan<br>Religious Holiday Allowance | ✓ | ✓ | ✓ | ✓ |
| Tunjangan Cuti<br>Leave Allowance | ✓ | ✓ | - | - |
| Asuransi Kecelakaan Diri Kumpulan (AKDK) untuk Karyawan Operasional<br>Group Personal Accident Insurance (AKDK) for Operational Employees | ✓ | ✓ | - | - |
| Perawatan Kesehatan<br>Health Care | ✓ | ✓ | ✓ | ✓ |
| Tanggungan Disabilitas dan Difabel<br>Disability and Differently-Abled Coverage | - | - | - | - |
| Cuti Melahirkan<br>Maternity Leave | ✓ | ✓ | ✓ | ✓ |
| Persiapan Masa Pensiun<br>Retirement Preparation | ✓ | ✓ | - | - |

| Bentuk Manfaat<br>Type of Benefit | Karyawan Tetap<br>Permanent Employee | | Karyawan Kontrak<br>Contract Employee | |
|---|---|---|---|---|
| | Pria<br>Male | Wanita<br>Female | Pria<br>Male | Wanita<br>Female |
| Kepemilikan Saham<br>Share Ownership | ✓ | ✓ | - | - |
| Kompensasi<br>Compensation | - | - | ✓ | ✓ |

## Lingkungan Bekerja yang Layak dan Aman
**[OJK F.21]**

Perseroan berkomitmen untuk mewujudkan lingkungan kerja yang aman, layak, dan kondusif bagi seluruh karyawan, yang diharapkan dapat berkontribusi pada peningkatan produktivitas kerja. Untuk mendukung hal tersebut, Perseroan menyediakan berbagai fasilitas kerja yang memadai, bersih, dan nyaman, antara lain toilet, ruang makan, ruang laktasi, fasilitas penitipan anak, sistem deteksi asap, sarana pemadam kebakaran, tempat ibadah, area parkir, serta fasilitas pendukung lainnya. Perseroan telah melengkapi lingkungan kerja dengan perangkat keselamatan berupa sistem alarm kebakaran yang terpasang di setiap ruangan kantor, yang terdiri atas fire detector dan smoke detector. Selain itu, Alat Pemadam Api Ringan (APAR) juga tersedia di seluruh area publik sesuai dengan ketentuan dan standar Dinas Pemadam Kebakaran. Perseroan juga menyediakan fasilitas ibadah berupa masjid, area parkir bagi nasabah dan karyawan, serta kantin yang menyediakan makanan dan minuman bagi para pegawai.

Komitmen Perseroan dalam menciptakan lingkungan bekerja yang nyaman diwujudkan dalam program *Respectful Workplace Policy* (RWP) (Kebijakan Berperilaku Saling Menghargai di Tempat Kerja) dan *Roadster Assertiveness Counseling Program* ("Rosela") di lingkungan kerja Jasa Marga Group. Program ini merupakan telah selaras dengan Komitmen BP BUMN dalam memastikan terwujudnya lingkungan kerja yang aman, nyaman, saling menghormati dan menghargai, serta tentunya bebas dari diskriminasi, pelecehan dan segala bentuk kekerasan. Program RWP menjadi salah satu bentuk upaya Jasa Marga dalam melindungi seluruh Roadster dari perilaku dan perbuatan yang dapat mengganggu situasi yang kondusif dan keharmonisan di lingkungan Perseroan. Di dalam RWP, terdapat layanan Rosela yang dirancang sebagai sarana konseling untuk membantu Roadster Jasa Marga dalam menentukan cara yang lebih efektif dan konstruktif dalam menangani permasalahan baik di lingkungan kerja maupun kehidupan pribadi.

## Decent and Safe Working Environment
**[OJK F.21]**

The Company is committed to creating a safe, decent, and conducive working environment for all employees, which is expected to contribute to increased productivity. To support this, the Company provides adequate, clean, and comfortable workplace facilities, including toilets, dining areas, lactation rooms, childcare facilities, smoke detection systems, fire protection equipment, places of worship, parking areas, and other supporting facilities. The workplace is equipped with safety systems such as fire alarms installed in every office room, consisting of fire detectors and smoke detectors. In addition, fire extinguishers (APAR) are available in all public areas in accordance with applicable standards set by the Fire Department. The Company also provides worship facilities such as mosques, parking areas for customers and employees, and canteens offering food and beverages for employees.

The Company's commitment to fostering a comfortable working environment is further reflected in the implementation of the Respectful Workplace Policy (RWP) and the Roadster Assertiveness Counseling Program ("Rosela") within the Jasa Marga Group. These initiatives are aligned with the Ministry of State-Owned Enterprises' commitment to ensuring a safe, comfortable, and respectful workplace free from discrimination, harassment, and all forms of violence. The RWP serves as one of the Company's key efforts to protect all Roadsters from behaviors that may disrupt a conducive and harmonious work environment. As part of the RWP, the Rosela program provides counseling services designed to help Jasa Marga Roadsters identify more effective and constructive ways to address challenges, both in the workplace and in their personal lives.

Dalam menyediakan lingkungan bekerja yang layak dan aman, Perseroan juga memiliki berbagai program sebagai berikut.

In providing a safe and decent working environment, the Company also implements various programs as follows..

## *ROADSTER SPORTIVO*

Roadster Sportivo adalah wadah aktualisasi dan sosialisasi karyawan di bidang olahraga, kesenian, hobi, aktivitas dan komunitas. Saat ini terdapat 19 bidang/cabang olahraga (*sport*), 4 bidang kesenian (*art*), dan 4 Bidang Hobi, Aktivitas & Komunitas (*Interest, Activity & Community*).

Roadster Sportivo is a platform for employee engagement and social interaction in the areas of sports, arts, hobbies, activities, and communities. Currently, it encompasses 19 sports disciplines, 4 arts fields, and 4 Interest, Activity & Community areas.

Roadster Sportivo merupakan salah satu bentuk implementasi dari Surat Edaran Menteri Badan Usaha Milik Negara (BUMN) Nomor: SE-1/MBU/01/2024 tanggal 18 Januari 2024 tentang Employee Well-being Policy (EWP) di Lingkungan Badan Usaha Milik Negara, yang secara umum menyampaikan sejalan dengan Employee Value Proposition (EVP) Badan Usaha Milik Negara (BUMN) dan Perusahaan yaitu "belajar, bertumbuh, dan berkontribusi", maka semua pihak diharapkan mampu membangun keterikatan sehingga saling memberikan nilai tambah satu dengan yang lainnya, sehingga pertumbuhan kinerja yang berkelanjutan akan berkorelasi positif dengan peningkatan well-being yang dimaknai sebagai kesejahteraan yang menyeluruh.

Roadster Sportivo represents one of the implementations of the Circular Letter of the Minister of State-Owned Enterprises No. SE-1/MBU/01/2024 dated January 18, 2024, concerning the Employee Well-being Policy (EWP) within State-Owned Enterprises. This policy aligns with the Employee Value Proposition (EVP) of SOEs and the Company—"learn, grow, and contribute"—encouraging all parties to build engagement and create mutual value, thereby supporting sustainable performance growth that positively correlates with overall well-being.

Roadster Sportivo juga telah mengakomodir aspek fisik, mental dan sosial. Roadster Sportivo diharapkan akan mendukung terwujudnya hubungan industrial yang semakin sehat serta lingkungan kerja yang harmonis dan kolaboratif, untuk meraih tujuan yang sama yaitu pertumbuhan kinerja Perusahaan yang berkelanjutan.

Roadster Sportivo also accommodates physical, mental, and social well-being aspects. The program is expected to support healthier industrial relations and foster a more harmonious and collaborative work environment, ultimately contributing to the achievement of sustainable Company performance growth.

**Gambar/*Image*:**
Roadster Sportivo Menjadi Ruang Aktualisasi Roadster Jasa Marga untuk Berkembang, Berkolaborasi, dan Berkontribusi

## HC MEET UP

*Human Capital Meet Up* (*HC Meet Up*) merupakan forum strategis yang diselenggarakan oleh Direktorat Human Capital dan Transformasi (HCT) PT Jasa Marga (Persero) Tbk, sebagai wadah koordinasi dan kolaborasi internal dalam merumuskan isu-isu strategis serta kebijakan Human Capital. Program ini dirancang untuk menyatukan perspektif, menyelaraskan arah kebijakan, dan memperkuat sinergi antar fungsi di lingkungan Direktorat HCT.

Melalui *HC Meet Up*, seluruh pemangku peran di Direktorat HCT berkesempatan untuk berdiskusi secara terbuka mengenai tantangan, peluang, dan dinamika pengelolaan *human capital* di perusahaan. Forum ini menjadi ruang dialog konstruktif untuk mengidentifikasi kebutuhan organisasi, merumuskan solusi bersama, serta menyusun kebijakan Human Capital yang adaptif, berkelanjutan, dan selaras dengan strategi perusahaan.

Selain sebagai sarana koordinasi, *HC Meet Up* juga diharapkan mampu menghasilkan rekomendasi kebijakan yang komprehensif dan berkualitas dalam pengelolaan Human Capital, guna mendukung pencapaian tujuan strategis perusahaan.

Human Capital Meet Up (HC Meet Up) is a strategic forum organized by the Human Capital and Transformation (HCT) Directorate of PT Jasa Marga (Persero) Tbk, serving as a platform for internal coordination and collaboration in formulating strategic issues and Human Capital policies. This program is designed to align perspectives, synchronize policy directions, and strengthen synergy across functions within the HCT Directorate.

Through HC Meet Up, all stakeholders within the HCT Directorate have the opportunity to engage in open discussions on challenges, opportunities, and dynamics in managing human capital within the Company. The forum provides a constructive dialogue space to identify organizational needs, formulate collective solutions, and develop adaptive, sustainable Human Capital policies aligned with the Company's strategy.

In addition to serving as a coordination platform, HC Meet Up is also expected to generate comprehensive and high-quality policy recommendations in Human Capital management, supporting the achievement of the Company's strategic objectives.



## Kesehatan dan Keselamatan Kerja
**[GRI 403-1, 403-2, 403-7, 403-8]**

Dalam menciptakan lingkungan kerja yang aman, sehat dan produktif, Perseroan menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sebagai bagian dari komitmen dalam melindungi pekerja, mitra kerja serta seluruh pihak yang berada di lingkungan Perseroan. Implementasi SMK3 di Jasa Marga Group mengacu pada sejumlah regulasi dan standar yang berlaku, antara lain Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja, Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan SMK3, serta Peraturan Menteri Ketenagakerjaan terkait kelembagaan keselamatan dan kesehatan kerja. Selain itu, Perseroan juga mengadopsi standar internasional ISO 45001:2018 sebagai acuan dalam penerapan sistem manajemen keselamatan dan kesehatan kerja.

Terkait dengan penerapan K3, perusahaan juga melaksanakan audit K3 secara berkala. Audit internal dilakukan setiap tahun untuk memastikan kesesuaian dengan standar ISO, sedangkan audit terkait penerapan PP No. 50 Tahun 2012 tentang SMK3 dilakukan setiap tiga tahun sekali. Perseroan juga menetapkan berbagai kebijakan internal sebagai pedoman penerapan K3 di lingkungan perusahaan yang merupakan penjabaran dari

## Occupational Health and Safety
**[GRI 403-1, 403-2, 403-7, 403-8]**

In creating a safe, healthy, and productive working environment, the Company implements an Occupational Health and Safety Management System (SMK3) as part of its commitment to protecting employees, business partners, and all parties within the Company's environment. The implementation of SMK3 within the Jasa Marga Group refers to various applicable regulations and standards, including Law No. 1 of 1970 on Occupational Safety, Government Regulation No. 50 of 2012 on the Implementation of SMK3, as well as Minister of Manpower regulations related to occupational health and safety institutions. In addition, the Company adopts the international standard ISO 45001:2018 as a reference in implementing its occupational health and safety management system.

In relation to the implementation of Occupational Health and Safety (OHS), the Company also conducts periodic OHS audits. Internal audits are carried out annually to ensure compliance with ISO standards, while audits related to Government Regulation No. 50 of 2012 on SMK3 are conducted every three years. The Company has also established various internal policies as guidelines for OHS implementation, derived

peraturan perundang-undangan yang berlaku serta standar internasional yang diadopsi oleh Perseroan. SMK3 wajib dipatuhi oleh seluruh karyawan (100%) di seluruh wilayah operasional baik Kantor Pusat, Regional, Representative Office, dan entitas anak. SMK3 juga wajib diterapkan oleh mitra kerja/pemasok yang berada di wilayah operasional Perseroan. Untuk mencapai hasil terbaik, Perseroan mewajibkan semuanya untuk membuat kebijakan, target dan struktur tata kelola K3, serta melakukan kajian di setiap tahunnya. Sebagai bagian dari pengelolaan risiko keselamatan dan kesehatan kerja, Perseroan secara sistematis melakukan identifikasi potensi bahaya dan penilaian risiko di lingkungan kerja. Perseroan menerapkan metode Hazard Identification, Risk Assessment, and Determining Control (HIRADC) pada setiap unit kerja sebagai langkah strategis untuk mengidentifikasi bahaya, menilai tingkat risiko, serta menentukan langkah pengendalian yang diperlukan guna mencegah dan memitigasi potensi kecelakaan kerja maupun penyakit akibat kerja. Setiap unit kerja atau wilayah operasional diwajibkan menyusun dokumen HIRADC yang ditinjau secara berkala atau apabila terjadi perubahan proses kerja, peralatan, maupun aktivitas operasional agar potensi risiko dapat dikenali secara spesifik sesuai dengan karakteristik aktivitas masing-masing. Melalui proses ini, setiap unit kerja secara proaktif mengelola risiko yang mungkin timbul dari kegiatan operasional, produk, maupun layanan yang terkait dengan hubungan bisnis Perseroan. Selain itu, karyawan Perseroan diberi kesempatan untuk mengikuti pelatihan terkait K3 guna meningkatkan pemahaman dan kompetensi dalam terkait K3 termasuk dalam mengidentifikasi bahaya K3. Sampai dengan akhir tahun 2025 Perseroan memiliki 212 sertifikasi personil bidang K3 aktif yang dilakukan oleh pihak ketiga sesuai standar BNSP atau Kemnaker.

from applicable laws and regulations as well as adopted international standards. SMK3 is mandatory for all employees (100%) across all operational areas, including the Head Office, Regional Offices, Representative Offices, and subsidiaries, and is also required to be implemented by business partners and suppliers operating within the Company's environment. To achieve optimal results, the Company requires all parties to establish OHS policies, targets, and governance structures, as well as to conduct annual reviews. As part of occupational safety risk management, the Company systematically identifies potential hazards and assesses risks in the workplace. It applies the Hazard Identification, Risk Assessment, and Determining Control (HIRADC) method across all work units as a strategic approach to identify hazards, assess risk levels, and determine necessary control measures to prevent and mitigate potential workplace accidents and occupational diseases. Each work unit or operational area is required to prepare HIRADC documentation, which is reviewed periodically or whenever there are changes in work processes, equipment, or operational activities, ensuring that risks are identified in accordance with the specific characteristics of each activity. Through this process, each unit proactively manages risks arising from operational activities, products, and services related to the Company's business relationships. In addition, employees are provided with opportunities to participate in OHS-related training to enhance their understanding and competencies, including hazard identification. As of the end of 2025, the Company has 212 active certified OHS personnel, with certifications issued by third parties in accordance with standards set by BNSP or the Ministry of Manpower.



Perseroan menetapkan kategori pekerjaan dengan risiko tinggi melalui proses penyusunan HIRADC dengan mempertimbangkan tingkat keparahan dampak dan kemungkinan terjadinya insiden. Pendekatan ini memastikan bahwa potensi bahaya dapat teridentifikasi secara sistematis, risiko dievaluasi berdasarkan tingkat keparahan dan kemungkinan terjadinya, serta langkah pengendalian dapat diterapkan secara efektif. Upaya pengendalian dilakukan baik melalui langkah pencegahan, seperti pelatihan K3, inspeksi keselamatan, serta audit berkala, maupun melalui langkah mitigasi, seperti penyediaan alat pelindung diri (APD), penyusunan prosedur kerja aman, dan kesiapsiagaan tanggap darurat.

The Company determines high-risk job categories through the HIRADC process by considering the severity of impact and the likelihood of incidents. This approach ensures that potential hazards are systematically identified, risks are evaluated based on their severity and probability, and appropriate control measures are effectively implemented. Control efforts include preventive measures such as OHS training, safety inspections, and periodic audits, as well as mitigation measures such as the provision of personal protective equipment (PPE), the development of safe work procedures, and emergency preparedness.

Namun demikian, sampai saat ini belum tersedia mekanisme penghentian pekerjaan dan peninggalan lokasi oleh para pekerja apabila ditemukan kondisi berbahaya yang berpotensi menimbulkan kecelakaan. Namun demikian secara prinsip Perusahaan menjamin hak setiap pekerja untuk turut mengawal pelaksanaan pekerjaan dalam meminimalkan potensi kecelakaan.

However, to date, there is no formal mechanism for work stoppage or evacuation by workers when hazardous conditions that may lead to accidents are identified. Nevertheless, in principle, the Company guarantees the right of every worker to actively participate in overseeing work implementation to minimize potential risks and accidents.

Terkait dengan insiden kecelakaan kerja yang terjadi, Perseroan memiliki prosedur investigasi kecelakaan. Adapun alur penanganan kecelakaan kerja sebagai berikut:

1. Penerimaan laporan kecelakaan, insiden, dan ketidaksesuaian dari unit kerja terkait
2. Mengisolasi lokasi kecelakaan untuk menjaga bukti-bukti kecelakaan
3. Menganalisis insiden dan ketidaksesuaian
4. Melakukan investigasi
5. Mengevaluasi hasil investigasi
6. Klarifikasi dari hasil investigasi kecelakaan atau penyakit akibat kerja unit terkait
7. Membuat laporan investigasi
8. Melaporkan insiden kecelakaan
9. Melakukan perbaikan
10. Mensosialisasikan laporan
11. Pelaporan hasil investigasi kecelakaan kerja ke Disnaker melalui laporan triwulan P2K3

In relation to occupational accident incidents, the Company has established an accident investigation procedure. The workflow for handling occupational accidents is as follows:

1. Receiving reports of accidents, incidents, and non-conformities from the relevant work units;
2. Isolating the accident site to preserve evidence;
3. Analyzing incidents and non-conformities;
4. Conducting investigations;
5. Evaluating investigation results;
6. Clarifying investigation results of accidents or occupational diseases with the relevant units;
7. Preparing investigation reports;
8. Reporting accident incidents;
9. Implementing corrective actions;
10. Disseminating the report;
11. Reporting the results of occupational accident investigations to the Manpower Office through quarterly P2K3 reports.

Hasil investigasi insiden digunakan sebagai dasar dalam penentuan tindakan korektif dan pencegahan dengan mengacu pada prinsip hierarki pengendalian risiko, yang meliputi eliminasi bahaya, substitusi, rekayasa teknik, pengendalian administratif, serta penggunaan alat pelindung diri (APD), sesuai dengan tingkat risiko yang dihadapi. Selain itu, temuan dari proses investigasi dan evaluasi tersebut diintegrasikan ke dalam penyempurnaan kebijakan, prosedur operasional, serta peningkatan efektivitas SMK3, sehingga dapat mendorong perbaikan berkelanjutan dalam pengelolaan keselamatan kerja di lingkungan Perseroan.

The results of incident investigations are used as the basis for determining corrective and preventive actions in accordance with the hierarchy of risk control principles, which include hazard elimination, substitution, engineering controls, administrative controls, and the use of personal protective equipment (PPE), based on the level of risk. Furthermore, findings from the investigation and evaluation processes are integrated into the improvement of policies, operational procedures, and the effectiveness of SMK3, thereby supporting continuous improvement in occupational safety management within the Company.

Sebagai bagian dari upaya peningkatan partisipasi pekerja dalam penerapan keselamatan dan kesehatan kerja, Perseroan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) pada setiap area kerja sesuai dengan amanat Peraturan Menteri Ketenagakerjaan Nomor 13 Tahun 2025 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja. P2K3 merupakan forum kerja sama antara manajemen dan pekerja yang berperan dalam mendorong peningkatan kesadaran, kepatuhan, serta budaya keselamatan dan kesehatan kerja di lingkungan Perseroan. Melalui forum ini, perwakilan manajemen dan pekerja secara aktif berpartisipasi dalam memberikan masukan, melakukan komunikasi dan konsultasi terkait aspek K3, serta memantau pelaksanaan program keselamatan dan kesehatan kerja di masing-masing area kerja.

As part of efforts to enhance worker participation in occupational health and safety implementation, the Company has established Occupational Health and Safety Committees (P2K3) in each work area in accordance with Minister of Manpower Regulation No. 13 of 2025 concerning Occupational Health and Safety Committees. P2K3 serves as a collaborative forum between management and employees to promote awareness, compliance, and a strong occupational health and safety culture within the Company. Through this forum, management and employee representatives actively participate by providing input, engaging in communication and consultation on OHS aspects, and monitoring the implementation of occupational health and safety programs in their respective work areas.

Dalam pencegahan terjadinya dampak kecelakaan kerja yang terjadi di lingkungan Perseroan yang melibatkan mitra kerja/pemasok, Perseroan senantiasa memastikan bahwa mitra kerja/pemasok telah menerapkan sistem kesehatan dan keselamatan kerja. Mitra kerja/pemasok wajib memiliki dokumen *Contractor Quality and Safety Management System* (CQSMS).

In preventing the impact of occupational accidents involving business partners or suppliers, the Company ensures that all partners implement occupational health and safety systems. Business partners/suppliers are required to possess Contractor Quality and Safety Management System (CQSMS) documentation.

Pada praktiknya, bentuk mitigasi yang dilakukan dapat bervariasi, karena terdapat hierarki pengendalian risiko dalam penerapan K3. Setiap potensi bahaya memiliki metode pengendalian yang berbeda, yang disesuaikan dengan tingkat risiko masing-masing. Namun demikian, sejauh ini pengendalian yang paling dominan diterapkan masih pada tingkat pengendalian administratif, meskipun tetap dimungkinkan adanya penerapan metode pengendalian lain sesuai dengan kebutuhan dan tingkat risiko yang dihadapi.

Pekerja yang berasal dari luar Jasa Marga, ketika berada dan bekerja di lingkungan kerja Jasa Marga, tetap terikat dengan penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Jasa Marga, selama mereka masih berada di area operasional atau lingkungan kerja Jasa Marga. Seluruh (100%) pekerja karyawan maupun non karyawan serta seluruh pihak yang melakukan pekerjaan maupun berada di lingkungan Jasa Marga tercakup dalam SMK3 Jasa Marga.

## Pelatihan Kesehatan Bagi Karyawan
**[GRI 403-3, 403-6]**

Perseroan telah menyediakan fasilitas kesehatan yang dapat diakses sepenuhnya oleh seluruh karyawan. Di Kantor Pusat dan Kantor Representatif PT Jasamarga Transjawa Tol (JTT), tersedia layanan dokter jaga yang siap memberikan tindakan medis cepat selama jam kerja. Selain itu, Jasa Marga Group juga menyediakan fasilitas kesehatan darurat bagi karyawan yang bekerja di ruas-ruas tol yang dikelola. Fasilitas kesehatan ini dilengkapi dengan obat-obatan ringan yang dapat diperoleh tanpa resep dokter.

Selain itu, Perseroan menjamin pemeliharaan kesehatan bagi karyawan beserta keluarganya melalui kebijakan yang ditetapkan dalam Surat Keputusan Nomor 62/KPTS/2023 tentang Jaminan Pemeliharaan Kesehatan Karyawan dan Keluarga Karyawan. Melalui kebijakan ini, karyawan dan anggota keluarganya memperoleh akses terhadap layanan kesehatan, termasuk fasilitas BPJS Kesehatan, asuransi kesehatan, serta penggantian biaya pengobatan yang disediakan melalui program jaminan kesehatan Perseroan.

Perseroan bekerja sama dengan BPJS Kesehatan untuk memberikan jaminan kesehatan bagi seluruh karyawan. Program ini dilaksanakan secara bertahap sejak 1 Januari 2015 hingga 31 Desember 2021, mencakup seluruh jajaran Direksi, Dewan Komisaris, karyawan, serta anggota keluarga mereka sebagai peserta BPJS Kesehatan. Total kepesertaan dan biaya premi yang dikeluarkan Perseroan tercatat sebagai berikut.

In practice, the forms of mitigation implemented may vary, as there is a hierarchy of risk control in the application of occupational health and safety (OHS). Each potential hazard requires different control methods, adjusted to the respective level of risk. However, to date, the most dominant control applied remains at the administrative control level, although other control methods may also be implemented as needed and in accordance with the level of risk encountered.

Workers from outside Jasa Marga, while present and working within the Company's work environment, remain subject to the implementation of Jasa Marga's Occupational Health and Safety Management System (SMK3) for as long as they are within the operational areas or work environment. All (100%) workers, both employees and non-employees, as well as all parties performing work or present within Jasa Marga's environment, are covered under the Company's SMK3.

## Employee Healthcare Training
**[GRI 403-3, 403-6]**

The Company provides comprehensive healthcare facilities that are fully accessible to all employees. At the Head Office and the Representative Office of PT Jasamarga Transjawa Tol (JTT), on-site doctors are available to deliver prompt medical assistance during working hours. In addition, the Jasa Marga Group provides emergency healthcare facilities for employees working along the toll road sections it operates. These facilities are equipped with basic medications that can be obtained without a doctor's prescription.

Furthermore, the Company ensures healthcare coverage for employees and their families through a policy stipulated in Decree No. 62/KPTS/2023 on Employee and Family Health Maintenance Benefits. Through this policy, employees and their family members have access to healthcare services, including BPJS Kesehatan, private health insurance, and medical reimbursement provided under the Company's health benefit program.

The Company collaborates with BPJS Kesehatan to provide health insurance coverage for all employees. This program was implemented gradually from January 1, 2015 to December 31, 2021, covering the Board of Directors, Board of Commissioners, employees, and their family members as BPJS Kesehatan participants. The total number of participants and the premiums paid by the Company are presented as follows.

### Tabel Kepesertaan BPJS Kesehatan
BPJS Kesehatan Participation Table

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Direksi (orang)<br>Board of Directors (persons) | 7 | 6 | 6 |
| Komisaris (orang)<br>Board of Commissioners (persons) | 6 | 7 | 7 |
| Karyawan (orang)<br>Employees (persons) | 691 | 679 | 732 |
| Keluarga Direksi, Komisaris dan Karyawan (orang)<br>Families of Directors, Commissioners, and Employees (persons) | 1.015 | 1.023 | 1.137 |
| Biaya Kepesertaan BPJS Kesehatan (Rp-juta)<br>BPJS Kesehatan Participation Costs (IDR million) | 401 | 396 | 428 |

Program Jaminan Kesehatan bagi Pensiunan dan Keluarga yang diselenggarakan oleh Perseroan diberikan dalam bentuk fasilitas pelayanan kesehatan berupa bantuan pembiayaan guna menjaga dan memelihara kondisi kesehatan para pensiunan beserta anggota keluarganya. Melalui program ini, Perseroan berupaya memberikan dukungan sekaligus meringankan beban pensiunan dalam memenuhi kebutuhan kesehatannya.

The Company provides a Health Insurance Program for retirees and their families in the form of healthcare service facilities, including financial assistance to maintain and support the health conditions of retirees and their family members. Through this program, the Company aims to provide support and ease the financial burden of retirees in meeting their healthcare needs.

Dalam rangka meningkatkan kualitas kesehatan karyawan, Perseroan juga menyediakan layanan Rosela yang berfungsi sebagai sarana konseling. Layanan ini dirancang untuk membantu Roadster Jasa Marga dalam menemukan pendekatan yang lebih efektif dan konstruktif dalam menghadapi berbagai permasalahan, baik yang berkaitan dengan pekerjaan maupun kehidupan pribadi. Rosela bertujuan memberikan dukungan psikologis agar karyawan mampu menghadapi tantangan dengan solusi yang lebih sehat dan produktif, sehingga dapat berdampak positif terhadap kesejahteraan mental serta kinerja di lingkungan kerja.

To further enhance employee health quality, the Company also provides the Rosela service, which functions as a counseling platform. This service is designed to help Jasa Marga Roadsters identify more effective and constructive approaches in addressing various challenges, both work-related and personal. Rosela aims to provide psychological support, enabling employees to handle challenges with healthier and more productive solutions, thereby positively impacting mental well-being and workplace performance.

Pelaksanaan program Rosela sebagai program internal karyawan Jasa Marga diawali dengan proses pendaftaran Karyawan/Karyawati, kemudian dilanjutkan dengan penjadwalan sesi bersama Psikolog/Konselor. Setelah jadwal ditetapkan, Karyawan/Karyawati dapat mengikuti sesi konseling dan memperoleh umpan balik atas hasil konseling tersebut. Pendaftaran program dilakukan secara luring, sementara sesi konseling dilaksanakan secara daring dari Kantor Pusat Jasa Marga.

The implementation of the Rosela program, as an internal employee initiative of Jasa Marga, begins with the registration process for employees, followed by the scheduling of sessions with psychologists or counselors. Once the schedule is confirmed, employees can attend counseling sessions and receive feedback based on the outcomes of the sessions. Registration for the program is conducted offline, while the counseling sessions are carried out online from the Jasa Marga Head Office.

## Pelibatan Karyawan dan Protokol Komunikasi K3 [GRI 403-4]

Perseroan senantiasa melibatkan karyawan dalam proses pengembangan, penerapan, dan evaluasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (K3). Sesuai dengan

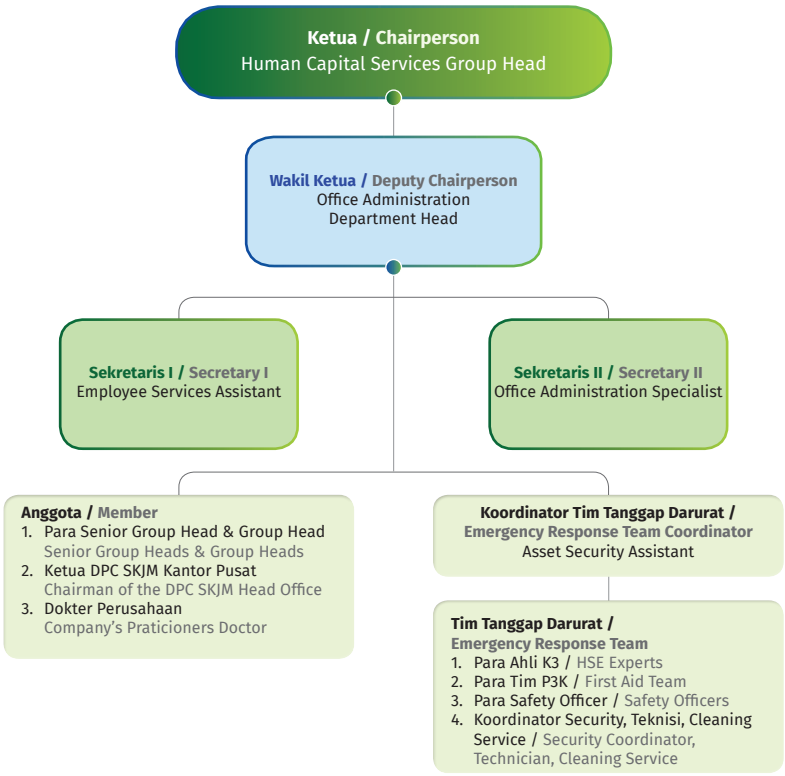
## Employee Engagement and OHS Communication Protocol [GRI 403-4]

The Company consistently involves employees in the development, implementation, and evaluation of the Occupational Health and Safety Management System (OHS).

Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan SMK3, Jasa Marga membentuk Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) untuk memantau pelaksanaan K3 di lingkungan perusahaan. P2K3 merupakan forum kerja sama antara perusahaan dan karyawan yang berfungsi mendorong kolaborasi, saling pemahaman, serta partisipasi aktif dalam penerapan K3. Organisasi ini terdiri dari perwakilan manajemen dan perwakilan pekerja. Susunan struktural P2K3 telah ditetapkan melalui Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 137/KPTS/2024 tentang Struktur Organisasi Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Kantor Pusat PT Jasa Marga (Persero) Tbk, sebagaimana ditampilkan pada bagan berikut.

In accordance with Government Regulation No. 50 of 2012 on the Implementation of SMK3, Jasa Marga has established the Occupational Health and Safety Committee (P2K3) to monitor the implementation of OHS within the Company. P2K3 serves as a collaborative forum between the Company and employees, aimed at fostering cooperation, mutual understanding, and active participation in OHS implementation. This organization consists of representatives from both management and employees. The structural composition of P2K3 has been formalized through the Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 137/KPTS/2024 concerning the Organizational Structure of the Occupational Health and Safety Committee (P2K3) at the Head Office of PT Jasa Marga (Persero) Tbk, as illustrated in the following diagram.

## Struktur Organisasi P2K3 Korporat
## Organization Structure Company P2K3




Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) secara konsisten menjalankan peran dan fungsinya dalam mendukung pelaksanaan program keselamatan dan kesehatan kerja di lingkungan Perseroan. P2K3 juga melaksanakan kewajiban pelaporan kegiatan secara berkala setiap triwulan kepada Dinas Tenaga Kerja, Transmigrasi, dan Energi Provinsi DKI Jakarta sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Selain itu, P2K3 berperan sebagai forum komunikasi dan koordinasi antara manajemen dan pekerja dalam membahas berbagai

The Occupational Health and Safety Committee (P2K3) consistently carries out its roles and functions in supporting the implementation of occupational health and safety programs within the Company. P2K3 also fulfills its obligation to submit periodic activity reports on a quarterly basis to the Provincial Office of Manpower, Transmigration, and Energy of DKI Jakarta in accordance with applicable laws and regulations. In addition, P2K3 serves as a forum for communication and coordination between management and employees to discuss various matters related to occupational health and safety,

hal yang berkaitan dengan keselamatan dan kesehatan kerja, termasuk penyampaian masukan, identifikasi potensi bahaya, serta pemantauan pelaksanaan program K3 di lingkungan Perseroan dan entitas anak. P2K3 dapat memberikan masukan dan rekomendasi terhadap pengurus Perusahaan dalam menindaklanjuti isu-isu berkaitan dengan K3. Pada tahun 2025, forum ini dilaksanakan setiap triwulan. Melalui forum tersebut, berbagai informasi, masukan, serta usulan terkait kesehatan dan keselamatan kerja, termasuk program-program K3, dapat dihimpun dan dibahas bersama. Komitmen Perseroan dalam penerapan keselamatan dan kesehatan kerja juga diperkuat melalui pengaturan aspek K3 dalam Perjanjian Kerja Bersama (PKB) yang telah disepakati antara manajemen dan perwakilan karyawan.

## Pelatihan Karyawan Terkait K3 [GRI 403-5]

Dalam rangka meningkatkan kesadaran dan kompetensi terkait kesehatan dan keselamatan kerja, Perseroan berkomitmen untuk memberikan pelatihan K3 kepada karyawan. Hal ini merupakan tindakan proaktif dan preventif Perseroan sehingga dapat mencegah terjadinya penyakit akibat kerja dan kecelakaan kerja. Pelatihan ini sejalan dengan analisa kebutuhan pelatihan yang telah disusun sesuai dengan kebutuhan Perseroan. Selama tahun 2025, Perseroan telah melakukan berbagai pelatihan K3 di antaranya sebagai berikut.

including providing input, identifying potential hazards, and monitoring the implementation of OHS programs within the Company and its subsidiaries. P2K3 may also provide input and recommendations to the Company's management in addressing OHS-related issues. In 2025, this forum was conducted on a quarterly basis, enabling the collection and discussion of various information, feedback, and proposals related to occupational health and safety, including OHS programs. The Company's commitment to implementing occupational health and safety is further reinforced through the inclusion of OHS aspects in the Collective Labor Agreement (CLA) agreed upon by management and employee representatives.

## Employee Training Related to OHS [GRI 403-5]

In order to enhance awareness and competencies related to occupational health and safety, the Company is committed to providing OHS training to its employees. This serves as a proactive and preventive measure to reduce the risk of occupational diseases and workplace accidents. The training programs are aligned with the training needs analysis that has been developed in accordance with the Company's requirements. Throughout 2025, the Company has conducted various OHS training programs, including the following.

| **Nama Pelatihan**<br>Training Name | **Jumlah Peserta**<br>Number of Participants | **Sifat Pelatihan (Wajib/Sukarela)**<br>Training Type (Mandatory/Voluntary) |
|---|---|---|
| Pelatihan Tanggap Darurat kebakaran<br>Fire Emergency Response Training | 12 | Wajib<br>Required |
| Pelatihan Tanggap darurat Bencana Gempa<br>Earthquake Emergency Response Training | - | Sukarela<br>Voluntary |
| Pelatihan penanganan korban ditempat terbatas<br>Victim Handling in Confined Spaces Training | - | Wajib<br>Required |
| Pelatihan P3K / *Medical First Respond* (MFR)<br>First Aid Training / Medical First Responder (MFR) | 22 | Wajib<br>Required |
| Pelatihan Teknis Tanggap Darurat<br>Technical Emergency Response Training | 61 | Wajib<br>Required |
| Pelatihan Tanggap Darurat Banjir<br>Flood Emergency Response Training | - | Wajib<br>Required |

Sebagai tindak lanjut pelatihan K3, Perseroan melalui P2K3 melakukan evaluasi efektivitas tingkat pemahaman karyawan terhadap materi pelatihan melalui survei/kuesioner. Sementara itu, evaluasi terhadap kesadaran budaya K3 dilakukan berdasarkan tingkat kepatuhan karyawan terhadap ketentuan/peraturan berkaitan K3 dan jumlah kecelakaan kerja.

As a follow-up to OHS training, the Company, through P2K3, evaluates the effectiveness of employees' understanding of the training materials through surveys/questionnaires. Meanwhile, the evaluation of OHS culture awareness is assessed based on the level of employee compliance with OHS-related regulations and the number of workplace accidents.

Perseroan melakukan berbagai tindakan untuk menghilangkan bahaya dan meminimalkan risiko keselamatan kerja dengan mengacu pada prinsip hierarki pengendalian. Upaya tersebut

The Company undertakes various measures to eliminate hazards and minimize occupational safety risks by referring to the hierarchy of controls principle. These efforts include

meliputi eliminasi potensi bahaya melalui perbaikan metode kerja, substitusi material atau peralatan dengan yang lebih aman, penerapan rekayasa teknik seperti pemasangan pengaman dan sistem proteksi, pengendalian administratif melalui penyusunan prosedur kerja, pelatihan, dan inspeksi berkala, serta penggunaan alat pelindung diri (APD) sebagai lapisan perlindungan terakhir. Pendekatan ini diterapkan secara sistematis untuk memastikan risiko dapat dikendalikan secara efektif sesuai dengan tingkat bahaya yang dihadapi.

## Insiden [GRI 403-9, 403-10]

Perseroan melakukan berbagai tindakan untuk menghilangkan bahaya dan meminimalkan risiko keselamatan kerja dengan mengacu pada prinsip hierarki pengendalian. Upaya tersebut meliputi eliminasi potensi bahaya melalui perbaikan metode kerja, substitusi material atau peralatan dengan yang lebih aman, penerapan rekayasa teknik seperti pemasangan pengaman dan sistem proteksi, pengendalian administratif melalui penyusunan prosedur kerja, pelatihan, dan inspeksi berkala, serta penggunaan alat pelindung diri (APD) sebagai lapisan perlindungan terakhir. Pendekatan ini diterapkan secara sistematis untuk memastikan risiko dapat dikendalikan secara efektif sesuai dengan tingkat bahaya yang dihadapi.

Dalam menyajikan data kecelakaan kerja, Perseroan menggunakan data-data secara faktual yang mencakupkan seluruh kejadian yang ada. Pengungkapan tingkat kecelakaan kerja dan penyakit akibat kerja yang disajikan mencakup seluruh pekerja tanpa pengecualian. Metode dalam mengumpulkan informasi terkait kecelakaan mencakup seluruh kecelakaan kerja di lingkungan operasional Perseroan, kecelakaan yang menimpa karyawan yang terjadi pada saat perjalanan menuju tempat kerja, dan bukan hanya ketika operasi berlangsung. Dalam menanggulangi kecelakaan, setiap tempat kerja melakukan identifikasi risiko dan bahaya, serta aktif dalam melakukan inspeksi oleh seluruh unit organisasi.

Adapun jenis-jenis risiko dan kecelakan kerja yang terjadi di lingkungan operasional Perseroan meliputi:
- Kecelakaan lalu lintas pergi dan pulang kerja (Mayoritas)
- Terjepit saat bantuan perbaikan kendaraan
- Tergelincir saat persiapan ibadah
- Tertabrak kendaraan
- Tergores kaca
- Terdorong kendaraan
- Terjepit rambu prisma

Namun demikian, Perseroan belum melakukan pengukuran kecelakaan kerja dengan menggunakan basis jam kerja keselamatan. Perseroan mempertimbangkan pengembangan metode pengukuran ini untuk meningkatkan akurasi analisis kinerja K3.

eliminating potential hazards through improvements in work methods, substituting materials or equipment with safer alternatives, implementing engineering controls such as the installation of safety devices and protection systems, applying administrative controls through the development of work procedures, training, and periodic inspections, and using personal protective equipment (PPE) as the last line of defense. This approach is implemented systematically to ensure that risks are effectively controlled in accordance with the level of hazard encountered.

## Incidents [GRI 403-9, 403-10]

The Company undertakes various measures to eliminate hazards and minimize occupational safety risks by referring to the hierarchy of controls principle. These efforts include eliminating potential hazards through improvements in work methods, substituting materials or equipment with safer alternatives, implementing engineering controls such as the installation of safety devices and protection systems, applying administrative controls through the development of work procedures, training, and periodic inspections, and using personal protective equipment (PPE) as the last line of defense. This approach is implemented systematically to ensure that risks are effectively controlled in accordance with the level of hazard encountered.

In presenting occupational accident data, the Company uses factual data that covers all recorded incidents. The disclosure of workplace accidents and occupational diseases includes all workers without exception. The method for collecting accident-related information encompasses all workplace accidents within the Company's operational environment, including incidents involving employees during their commute to and from the workplace, not limited only to those occurring during operations. In addressing accidents, each workplace conducts hazard identification and risk assessment, as well as active inspections by all organizational units.

The types of occupational risks and accidents occurring within the Company's operational environment include:
- Traffic accidents during commuting (majority)
- Pinching incidents during vehicle repair assistance
- Slipping during preparation for worship
- Being struck by vehicles
- Cuts from glass
- Being pushed by vehicles
- Pinching incidents involving prism signs

However, the Company has not yet measured workplace accidents using a safety working hours basis. The Company is considering developing this measurement method to improve the accuracy of OHS performance analysis.

## Tabel Jam Kerja Selamat
Safe Working Hours Table

| Uraian<br>Description | 2025 | 2024 | 2023 |
|---|---|---|---|
| Jam Kerja Selamat<br>Safe Working Hours | **40 jam/minggu<br>40 hours/week** | 40jam/minggu<br>40 hours/week | 40jam/minggu<br>40 hours/week |

## Tabel Jumlah Kecelakaan Kerja
Workplace Accidents Table

| Kategori<br>Category | 2025 | 2024 | 2023 |
|---|---|---|---|
| Luka Ringan<br>Minor Injuries | **23** | 10 | 6 |
| Luka Berat<br>Major Injuries | **4** | 6 | 3 |
| Meninggal<br>Fatalities | **0** | 3 | 2 |
| **Jumlah<br>Total** | **27** | **19** | **11** |



Perseroan secara rutin mengidentifikasi berbagai potensi bahaya yang dapat menyebabkan Penyakit Akibat Kerja dengan cara mengevaluasi kondisi lingkungan kerja serta tingkat paparan terhadap bahan berbahaya. Melalui proses ini, perusahaan dapat mengetahui risiko yang ada sejak dini dan mengambil langkah pencegahan yang tepat untuk melindungi kesehatan dan keselamatan karyawan. Perseroan melakukan berbagai tindakan untuk menghilangkan atau menimalkan risiko penyakit akibat kerja yang mengacu pada hierarki pengendalian termasuk namun tidak terbatas pada perbaikan desain kerja, pengendalian paparan, penerapan prosedur kerja aman serta penggunaan APD.

Metode yang digunakan dalam mengumpulkan informasi terkait kematian akibat penyakit akibat dan penyakit terkait pekerjaan yaitu melalui identifikasi seluruh karyawan maupun pekerja bukan karyawan yang mengalami kematian akibat penyakit akibat dan penyakit terkait pekerjaan. Selama tahun 2025 tidak terdapat kematian akibat penyakit akibat dan penyakit terkait pekerjaan yang tercatat.

The Company routinely identifies potential hazards that may lead to occupational diseases by evaluating workplace conditions and the level of exposure to hazardous substances. Through this process, the Company is able to detect risks at an early stage and implement appropriate preventive measures to protect the health and safety of employees. The Company undertakes various actions to eliminate or minimize the risk of occupational diseases in accordance with the hierarchy of controls, including but not limited to improvements in work design, exposure control, implementation of safe work procedures, and the use of personal protective equipment (PPE).

The method used to collect information related to fatalities from occupational diseases and work-related illnesses involves identifying all employees as well as non-employee workers who may have died due to such conditions. Throughout 2025, there were no recorded fatalities resulting from occupational diseases or work-related illnesses.

| Keterangan<br>Description | Karyawan Perseroan<br>Company Employees | Bukan Karyawan Perseroan (kontraktor, subkontraktor dan mitra kerja)<br>Non-Company Employees (Contractors, Subcontractors, and Work Partners) |
|---|---|---|
| Jumlah kematian akibat penyakit akibat kerja<br>Number of deaths due to occupational diseases | 0 | 0 |
| Jumlah kasus penyakit terkait pekerjaan yang tercatat<br>Number of recorded work-related illness cases | 0 | 0 |

## Layanan Daycare Travoy Kids untuk Mendukung Produktivitas Orang Tua di Lingkungan Kerja
Travoy Kids Daycare Service to Support Parent Productivity in The Workplace

Jasa Marga telah menyediakan layanan Travoy Kids Daycare untuk Roadster Jasa Marga yang memiliki anak yang beroperasi sejak 1 November 2023 yang berlokasi radius 500 meter dari Kantor Pusat Jasa Marga. Travoy Kids Daycare memiliki fasilitas yang terdiri dari area bermain indoor/outdoor, kamar tidur toddler, kamar tidur baby, kegiatan belajar mengajar yang terstruktur, dan pemeriksaan rutin oleh Dokter untuk memastikan tumbuh kembang anak sesuai. Layanan Travoy Kids Daycare ini diharapkan dapat memberikan kenyamanan dan meningkatkan engagement karyawan yang pada akhirnya meningkatkan produktivitasnya.

Sejak Juni 2025 sampai November 2025, Travoy Kids Daycare melakukan sertifikasi Taman Asuh Ramah Anak yang dilakukan oleh Kementerian Pemberdayaan Perempuan dan Anak (KemenPPPA) dengan aspek penilaian yakni Kebijakan Pembentukan, Perencanaan Layanan, hingga Manajemen Risiko Kebencanaan. Travoy Kids Daycare berhasil mendapatkan predikat TARA Utama, predikat kedua tertinggi setelah TARA Paripurna, berdasarkan sertifikat Nomor 50-TARA-KL/D.PHA/KP.06.07/11/2025, dan secara simbolis hasil sertifikasi diberikan oleh Ibu Eko Novi Ariyanti selaku Asisten Deputi Koordinasi Pelaksanaan Kebijakan Pemenuhan Hak Anak Wilayah II kepada Bapak Yoga Tri Anggoro selaku Direktur Human Capital & Transformasi PT Jasa Marga (Persero) Tbk.

Kedepannya, Travoy Kids Daycare diharapkan dapat mempertahankan kualitas layanan dan pada tahun 2026 dapat tersertifikasi dengan Standar Nasional Indonesia (SNI).

Jasa Marga has provided the Travoy Kids Daycare service for Jasa Marga Roadsters who have children, which has been operational since 1 November 2023 and is located within a 500-meter radius of the Jasa Marga Head Office. Travoy Kids Daycare is equipped with facilities including indoor and outdoor play areas, toddler and baby sleeping rooms, structured learning and development activities, and regular medical check-ups by a doctor to ensure proper child growth and development. This daycare service is expected to enhance employee comfort and engagement, which in turn contributes to improved productivity.

From June 2025 to November 2025, Travoy Kids Daycare underwent the Child-Friendly Care Center (Taman Asuh Ramah Anak/TARA) certification process conducted by the Ministry of Women Empowerment and Child Protection (KemenPPPA), with assessment aspects covering establishment policy, service planning, and disaster risk management. Travoy Kids Daycare achieved the TARA Utama classification, the second-highest rating after TARA Paripurna, based on Certificate No. 50-TARA-KL/D.PHA/KP.06.07/11/2025. The certification was symbolically presented by Ms. Eko Novi Ariyanti, Assistant Deputy for Policy Coordination on Child Rights Fulfillment Implementation Region II, to Mr. Yoga Tri Anggoro, Director of Human Capital & Transformation of PT Jasa Marga (Persero) Tbk.

Going forward, Travoy Kids Daycare is expected to maintain service quality and aims to obtain Indonesian National Standard (SNI) certification in 2026.

# Aspek Masyarakat

## Dampak Operasi Terhadap Masyarakat Sekitar [OJK F.23, GRI 413-1, 413-2]

Sebagai perusahaan yang bergerak di bidang Pengusahaan Jalan Tol, Perseroan senantiasa berupaya untuk memberikan dampak positif kepada masyarakat sekitar. Dalam pengoperasian jalan tol memiliki berbagai manfaat salah satunya dapat meningkatkan ekonomi masyarakat sekitar melalui fasilitas tenant pada Kampoeng UMKM di tiap-tiap rest area. Adapun dampak yang dihasilkan di antaranya:

1. Penciptaan lapangan kerja
   Tenant yang beroperasi di rest area membuka peluang pekerjaan bagi masyarakat lokal, mulai dari pekerja kasir, pelayan restoran, staf kebersihan, hingga manajer operasional. Penciptaan lapangan kerja ini meningkatkan pendapatan dan kesejahteraan ekonomi masyarakat setempat. Dampak positif ini senantiasa mendukung SDGs sebagai berikut:

2. Meningkatkan pendapatan usaha lokal
   Tenant di rest area seringkali bermitra dengan usaha lokal untuk memasok produk mereka. Ini membantu usaha kecil dan petani lokal dalam memperluas pasar untuk produk mereka, meningkatkan penjualan, dan mendongkrak perekonomian daerah. Dampak positif ini senantiasa mendukung SDGs sebagai berikut:

3. Meningkatkan daya tarik ekonomi daerah dan pariwisata
   Rest area sering menjadi tempat persinggahan bagi wisatawan yang sedang bepergian melalui jalan tol. Tenant yang menyediakan oleh-oleh khas daerah, makanan lokal, atau atraksi wisata dapat menarik wisatawan untuk berhenti dan menikmati produk lokal, yang pada gilirannya akan memberikan manfaat ekonomi bagi masyarakat sekitar, baik melalui pembelian produk maupun kontribusi terhadap sektor pariwisata. Dampak positif ini senantiasa mendukung SDGs sebagai berikut:

# Community Aspects

## Impact of Operations on Surrounding Communities [OJK F.23, GRI 413-1, 413-2]

As a company engaged in toll road concession operations, the Company consistently strives to deliver positive impacts to surrounding communities. The operation of toll roads provides various benefits, one of which is enhancing the local economy through tenant facilities in Kampoeng UMKM at each rest area. The impacts generated include:

1. Job creation
   Tenants operating in rest areas create employment opportunities for local communities, ranging from cashiers, restaurant staff, and cleaning personnel to operational managers. This job creation increases income levels and improves the economic welfare of the local population. These positive impacts consistently support the following Sustainable Development Goals (SDGs):

2. Increased revenue for local businesses
   Tenants in rest areas often partner with local enterprises to source their products. This supports small businesses and local farmers in expanding their market reach, increasing sales, and strengthening the regional economy. These positive impacts consistently contribute to the following Sustainable Development Goals (SDGs):

3. Enhancing regional economic attractiveness and tourism
   Rest areas often serve as stopover points for travelers using toll roads. Tenants offering local souvenirs, regional cuisine, or tourism-related attractions can encourage travelers to stop and experience local products, thereby generating economic benefits for surrounding communities through product purchases as well as contributions to the tourism sector. These positive impacts consistently support the following Sustainable Development Goals (SDGs):

Selain itu, Perseroan senantiasa berupaya memberikan dampak positif kepada masyarakat sekitar melalui pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Perseroan juga telah mengimplementasikan Program Kemitraan Bina Lingkungan (PKBL) yang merujuk pada Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor: 130/KPTS/2023 tentang Program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk. Perseroan turut berperan secara nyata dalam mensejahterakan lingkungan masyarakat melalui kegiatan TJSL sebagai bentuk komitmen tanggung jawab sosial perusahaan kepada masyarakat. Sesuai dengan Surat Menteri Badan Usaha Milik Negara Republik Indonesia No. S-721/MBU/11/2022 tentang Kerja Sama Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) tanggal 10 November 2022 bahwa BUMN khususnya Perseroan untuk melaksanakan Program PUMK dengan bekerjasama dengan BUMN lain atau Anak Perusahaan BUMN yang memiliki bisnis sebagai lembaga pembiayaan dan perbankan atau memiliki kemampuan dalam menyalurkan pinjaman, yang direkomendasikan Kerja sama melalui PT Bank Rakyat Indonesia (BRI) sebagai pengelola Kerja Sama Program PUMK BUMN. Pada tahun 2024, Perseroan telah memberikan bantuan pinjaman dana atau modal kerja untuk para mitra UMKM melalui BRI dengan total dana tersalurkan sebesar Rp12 miliar dan di tahun 2025 Perseroan telah menyalurkan dana sebesar Rp 3 miliar. Perseroan juga memberikan bantuan Tanggung Jawab Sosial dan Lingkungan Non PUMK untuk meningkatkan kesejahteraan masyarakat melalui pengembangan sosial dan masyarakat. Perseroan telah merealisasikan dana TJSL pada tahun 2025 sebesar Rp17,58 miliar.

In addition, the Company consistently seeks to deliver positive impacts to surrounding communities through the implementation of Corporate Social and Environmental Responsibility (TJSL) programs oriented toward achieving the Sustainable Development Goals (SDGs). The Company has also implemented the Partnership and Community Development Program (PKBL), referring to the Board of Directors' Decree of PT Jasa Marga (Persero) Tbk No. 130/KPTS/2023 on the TJSL Program of PT Jasa Marga (Persero) Tbk. The Company plays an active role in improving community welfare through TJSL activities as part of its corporate social responsibility commitment. In accordance with the Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No. S-721/MBU/11/2022 dated 10 November 2022 regarding the Cooperation of the Micro and Small Enterprise Funding Program (PUMK), SOEs—including the Company—are required to implement the PUMK Program in collaboration with other SOEs or SOE subsidiaries that operate in financing or banking or have the capability to distribute loans, with PT Bank Rakyat Indonesia (BRI) appointed as the cooperation partner managing the PUMK program. In 2024, the Company disbursed working capital loans to MSME partners through BRI totaling IDR 12 billion, and in 2025 the Company disbursed IDR 3 billion. The Company also provides non-PUMK TJSL assistance to improve community welfare through social and community development initiatives, with TJSL realization in 2025 amounting to IDR 17.58 billion.



Sepanjang tahun 2025, Perseroan terus memberikan dukungan berupa pemeriksaan kesehatan gratis, bantuan nutrisi, dan pemberian obat-obatan bagi warga sekitar. Melalui aktivitas operasional anak usahanya, Perseroan telah berhasil memberikan dampak positif bagi masyarakat dan tidak menimbulkan dampak negatif bagi masyarakat. Perseroan telah menyediakan mekanisme pengaduan formal bagi masyarakat lokal melalui berbagai saluran sebagaimana disampaikan pada bagian Pengaduan Masyarakat dalam Laporan Keberlanjutan ini.

Throughout 2025, the Company continued to provide support in the form of free health check-ups, nutritional assistance, and medicine distribution to surrounding communities. Through the operational activities of its subsidiaries, the Company has generated positive impacts for the community and has not caused any adverse social impacts. The Company has established a formal grievance mechanism for local communities through various channels as described in the Community Complaints section of this Sustainability Report.

Perseroan juga senantiasa melakukan social mapping yang disampaikan kepada seluruh pemangku kepentingan melalui Laporan Keberlanjutan Perseroan, sehingga masyarakat, investor, dan pihak terkait dapat memahami dampak sosial yang ditimbulkan dari kegiatan operasional Perseroan. Perseroan telah merancang rencana keterlibatan pemangku kepentingan berdasarkan hasil social mapping, yang mengidentifikasi kebutuhan, prioritas, dan potensi dampak terhadap masing-masing kelompok. Pelaksanaan rencana ini diwujudkan melalui program TJSL. Adapun hasil *social mapping* di antaranya sebagai berikut.

The Company also consistently conducts social mapping, the results of which are communicated to stakeholders through the Sustainability Report, enabling communities, investors, and other relevant parties to understand the social impacts arising from the Company's operations. Based on the social mapping results, the Company develops stakeholder engagement plans that identify the needs, priorities, and potential impacts on each stakeholder group. The implementation of these plans is carried out through TJSL programs. The social mapping results include the following.

| Regional/Subholding/Anak Perusahaan<br>Regional/Subholding/Subsidiary | Wilayah<br>Area | Hasil Social Mapping<br>Social Mapping Results |
|---|---|---|
| **PT Jasamarga Surabaya Mojokerto** | Surabaya - Mojokerto | Peningkatan pendapatan masyarakat<br>Increasing community income |
| **PT Jasamarga Transjawa Tol RO2** | Palimanan-Kanci | Menjaga kelestarian lingkungan<br>Maintaining environmental sustainability |
| **PT Jasamarga Transjawa Tol RO1** | Jakarta-Cikampek | Menjaga stabilitas pendapatan petani<br>Maintaining the stability of farmers' income |
| **PT Jasamarga Kunciran Cengkareng** | Cengkareng - Batuceper - Kunciran | Meningkatkan kebersihan udara di Lingkungan Jalan Tol, menurunkan emisi CO, sebagai Buffer Zone kebisingan dan meningkatkan estetika sekitar jalan tol.<br>Improving air cleanliness in the toll road environment, reducing CO emissions, as a noise buffer zone and improving the aesthetics around the toll road. |
| **PT Cinere Serpong Jaya** | Serpong Cinere | Meningkatkan ekonomi masyarakat dengan pendayagunaan Bank Sampah<br>Improving the community's economy by utilizing the Waste Bank |
| **PT Marga Sarana Jabar** | Sentul Batrat - Semplak | Mengurangi beban kaum Dhuafa dan anak yatim<br>Reducing the burden on the poor and orphans |



Di samping itu, Perseroan telah mengidentifikasi potensi dampak negatif bagi masyarakat selaku pengguna jalan tol di Ruas Tol Palimanan–Kanci (Tol Cipali). Pada lokasi operasi tersebut, Perseroan mengidentifikasi potensi dan dampak negatif yang signifikan terhadap masyarakat dan pengguna jalan, khususnya yang berasal dari aktivitas pembakaran jerami atau sekam padi oleh petani di lahan sekitar ruas tol. Asap yang dihasilkan dari aktivitas tersebut dapat terbawa angin dan melintasi badan jalan tol, sehingga mengganggu jarak pandang pengendara dan meningkatkan risiko terjadinya kecelakaan lalu lintas.

Sebagai upaya mitigasi, Perseroan telah melakukan sosialisasi dan himbauan kepada masyarakat, khususnya petani yang memiliki lahan di sekitar jalan tol, agar tidak melakukan pembakaran jerami atau aktivitas lain yang berpotensi menghasilkan asap. Himbauan ini juga disampaikan melalui kerja sama dengan aparat setempat, termasuk Bhabinkamtibmas desa, guna meningkatkan kesadaran masyarakat terhadap potensi bahaya yang ditimbulkan. Langkah ini merupakan bagian dari komitmen Perseroan dalam menjaga keselamatan pengguna jalan serta meminimalkan dampak negatif dari aktivitas di sekitar wilayah operasional.

In addition, the Company has identified potential negative impacts on the community as toll road users along the Palimanan–Kanci Toll Road (Cipali Toll Road). At this operational location, the Company identified significant potential risks and adverse impacts on both the community and road users, particularly arising from straw or rice husk burning activities carried out by farmers in areas surrounding the toll road corridor. The smoke generated from such activities may be carried by wind across the toll road, thereby reducing driver visibility and increasing the risk of traffic accidents.

As a mitigation measure, the Company has conducted socialization and issued appeals to the community, particularly farmers with land located near the toll road, to refrain from burning straw or engaging in other activities that may produce smoke. These appeals are also delivered in collaboration with local authorities, including village-level community police officers (Bhabinkamtibmas), to enhance public awareness of the potential hazards. This initiative reflects the Company's commitment to maintaining road user safety and minimizing negative impacts arising from activities in the surrounding operational areas.

## Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) [OJK F.25, GRI 413-1]

Perseroan senantiasa berupaya untuk menciptakan hubungan saling menguntungkan antara seluruh pemangku kepentingan, baik eksternal maupun internal, termasuk masyarakat di sekitar wilayah operasi Perseroan. Perseroan

## Social and Environmental Responsibility (CSR) [OJK F.25, GRI 413-1]

The Company consistently strives to establish mutually beneficial relationships with all stakeholders, both external and internal, including communities surrounding its operational areas. The Company plays an important

memiliki peran penting dalam pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), sebagaimana diatur dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. TJSL adalah komitmen Perseroan untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perseroan sendiri, komunitas setempat, maupun masyarakat pada umumnya. Pelaksanaan Tanggung Jawab Sosial dan Lingkungan berpedoman pada ISO 26000 sebagai standard guidance on Social Responsibility yang mencakup Akuntabilitas, Transparansi, Perilaku Etis, Peduli pada Kepentingan Stakeholder, Patuh pada Aturan Hukum, Patuh pada Perilaku dan Norma Internasional, Menghargai HAM dan Konsisten dengan Pembangunan Berkelanjutan dan Kesejahteraan Masyarakat.

role in implementing Corporate Social and Environmental Responsibility (TJSL), as stipulated under Law No. 40 of 2007 concerning Limited Liability Companies. TJSL represents the Company's commitment to contribute to sustainable economic development in order to improve the quality of life and the environment, benefiting the Company itself, local communities, and society at large. TJSL implementation is guided by ISO 26000 as a standard guidance on social responsibility, which encompasses accountability, transparency, ethical behavior, stakeholder consideration, compliance with legal requirements, adherence to international norms of behavior, respect for human rights, and consistency with sustainable development and societal well-being.

Dalam rangka menciptakan bisnis yang berkelanjutan, Perusahaan telah merumuskan strategi yang mendukung pencapaian Visi dan Misi yang menerapkan prinsip Environment, Social & Governance (ESG), serta prinsip GRC (Governance, Risk & Compliance) dalam menjalankannya. Salah satu strategi bisnis Perusahaan adalah Strategi ESG, dengan salah satu pengelolaan dampak sosial melalui implementasi Program TJSL. Program TJSL BUMN dilakukan secara sistematis dan terpadu untuk menjamin pelaksanaan, pencapaian keberhasilan serta pengelolaan dampak Program TJSL BUMN sesuai dengan prioritas dan/atau pencapaian dari tujuan Program TJSL BUMN yang berpedoman pada rencana kerja dengan meliputi tahapan: a) Perencanaan; b) Pelaksanaan; c) Pengawasan; dan d) Pelaporan.

In creating a sustainable business, the Company has formulated strategies that support the achievement of its Vision and Mission by applying Environmental, Social, and Governance (ESG) principles, as well as Governance, Risk, and Compliance (GRC) principles in its operations. One of the Company's business strategies is the ESG Strategy, which includes managing social impacts through the implementation of TJSL programs. SOE TJSL programs are implemented in a systematic and integrated manner to ensure effective execution, achievement of objectives, and impact management in line with priorities and program goals, following a structured cycle consisting of: a) planning; b) implementation; c) monitoring; and d) reporting.

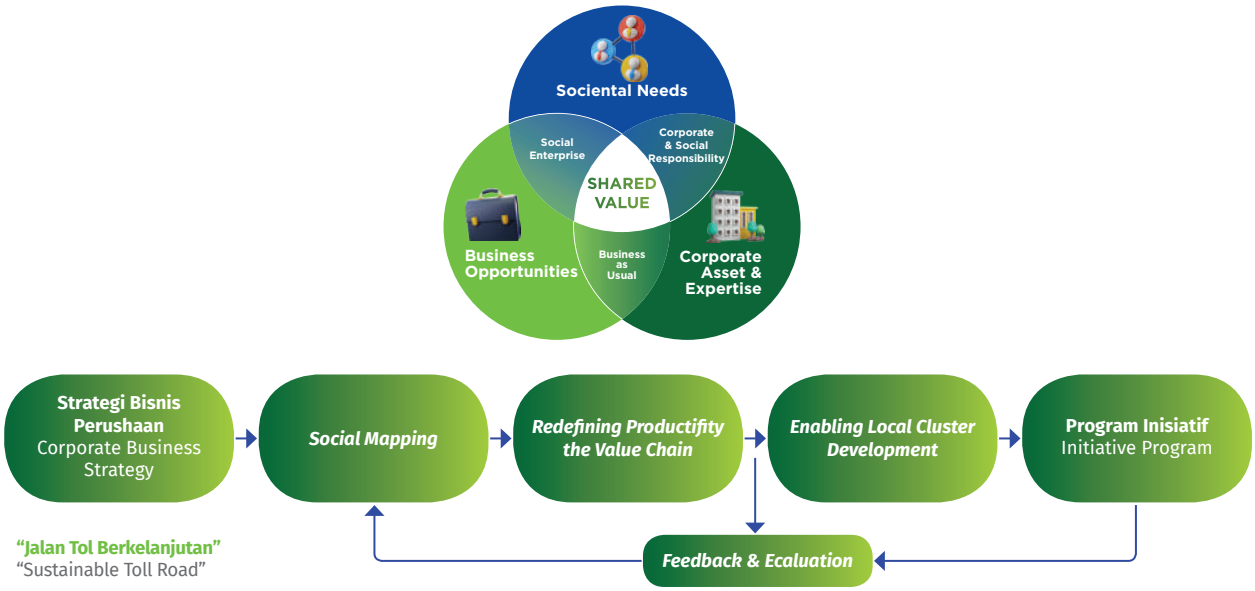
Pada saat ini PT Jasa Marga (Persero) Tbk telah menjalankan Tanggung Jawab Sosial dan Lingkungan dengan berpedoman pada *Triple Bottom Line* yaitu tidak hanya berfokus pada keuntungan (*profit*) saja tetapi juga memperhatikan kelestarian lingkungan (*planet*) dan kesejahteraan masyarakat (*people*), yang memiliki tujuan untuk terciptanya pembangunan berkelanjutan. Selanjutnya, Jasa Marga (Persero) Tbk akan menjalankan TJSL dengan berpedoman kepada Tujuan Pembangunan Berkelanjutan (TPB) dan merupakan rencana aksi global guna mengakhiri kemiskinan, mengurangi kesenjangan dan melindungi lingkungan. Jasa Marga juga akan mengembangkan program-program TJSL yang berkaitan dengan proses bisnis dan akan memberikan nilai guna bagi masyarakat dan lingkungan (*Creating Shared Value*).

Currently, PT Jasa Marga (Persero) Tbk implements TJSL based on the Triple Bottom Line approach, which focuses not only on profit, but also on environmental sustainability (planet) and social welfare (people), with the aim of achieving sustainable development. Going forward, Jasa Marga will align its TJSL programs with the Sustainable Development Goals (SDGs) as a global action plan to end poverty, reduce inequality, and protect the environment. The Company will also develop TJSL programs that are closely linked to its business processes and deliver shared value to society and the environment (Creating Shared Value).

Program CSV menggabungkan antara kesempatan untuk memenuhi *social needs* dan *business opportunities* dengan keahlian perusahaan sehingga tercipta sinergi yang berkelanjutan. Lingkungan sosial mendapatkan manfaat dari Perusahaan dan Perusahaan juga mendapat keuntungan.

The CSV program integrates opportunities to address social needs and business opportunities by leveraging the Company's expertise, thereby creating sustainable synergy. The social environment benefits from the Company, while the Company also gains advantages from this relationship.

## Creating Shared Value (CSV) Sebagai Sebuah Solusi
Creating Shared Value (CSV) as a Solution






Pembangunan berkelanjutan memiliki tujuan antara lain untuk menciptakan kemakmuran baik bagi pemilik modal atau pemegang saham, agar Perusahaan dapat sustain, tumbuh dan berkembang sepanjang zaman, tidak hanya dari sisi sales ataupun profit, namun bagaimana bisnis tersebut diterima dan memberikan dampak yang positif bagi semua pemangku kepentingan yang ada di dalam ekosistem bisnis tersebut. Hal ini dikarenakan aktivitas pembangunan perusahaan yang tidak hanya berdampak positif bagi seluruh stakeholder, namun adakalanya menimbulkan dampak negatif bagi ekosistem maupun stakeholder nya.

Sustainable development aims, among others, to create prosperity for capital owners or shareholders, ensuring that the Company can remain sustainable, grow, and develop over time. This is not limited to sales or profit alone, but also emphasizes how the business is accepted and delivers positive impacts to all stakeholders within its business ecosystem. This is because corporate development activities may not only generate positive impacts for stakeholders but may also create negative impacts on the ecosystem and related stakeholders.

Kontribusi Perseroan kepada masyarakat setempat sebagai bagian dari pemangku kepentingan dilaksanakan melalui Program Tanggung Jawab Sosial & Lingkungan (TJSL) yang dikelola oleh Corporate Social Responsibility (CSR) Department yang berada di bawah Corporate Communications & Community Development Group sejak tahun 2019. Sementara instrumen pelaksanaannya dilakukan melalui Keputusan Direksi Nomor: 130/KPTS/2023 tentang Program Tanggung Jawab Sosial & Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk sebagai dasar pelaksanaan kegiatan tanggung jawab sosial & lingkungan terhadap masyarakat di lingkungan Perseroan.

The Company's contribution to local communities as part of its stakeholders is implemented through the Corporate Social and Environmental Responsibility (TJSL) Program, which has been managed by the Corporate Social Responsibility (CSR) Department under the Corporate Communications & Community Development Group since 2019. The implementation framework is governed by the Board of Directors' Decree No. 130/KPTS/2023 on the TJSL Program of PT Jasa Marga (Persero) Tbk, which serves as the basis for executing social and environmental responsibility activities within the Company's surrounding communities.

**Dukungan TJSL terhadap Pencapaian Target Tujuan Pembangunan Berkelanjutan (TPB)/SDGs**

**CSR Support for the Achievement of Sustainable Development Goals (SDGs)**

Sesuai dengan Peraturan BP BUMN No. PER-01/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara pasal 15 menyatakan program Tanggung Jawab Sosial dan Lingkungan dilaksanakan berdasarkan pilar utama:

In accordance with the Regulation of the Ministry of State-Owned Enterprises (BP BUMN) No. PER-01/MBU/03/2023 concerning Special Assignments and Corporate Social and Environmental Responsibility (TJSL) Programs of State-Owned Enterprises, Article 15 stipulates that TJSL programs are implemented based on the following main pillars:

1. Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berlualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Lingkungan, untuk pengelolaan sumberdaya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, indutri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan;
4. Hukum dan tata Kelola, untuk terwujudnya kepastian hukum dan tata Kelola yang efektif, transparan, akuntabel dan partipasif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

Pada tahun 2020, Perseroan mulai menjalankan program Tanggung Jawab Sosial dan Lingkungan dengan berpedoman pada Tujuan Pembangunan Berkelanjutan (TPB) dan Creating Shared Value program Tanggung Jawab Sosial dan Lingkungan yang berkaitan dengan proses bisnis Perseroan dan memberikan nilai guna bagi masyarakat dan lingkungan. Pelaksanaan program TJSL senantiasa berkontribusi terhadap Tujuan Pembangunan Berkelanjutan (TPB) yang telah ditetapkan Perserikatan Bangsa-Bangsa (PBB). Perseroan telah merealisasikan dana TJSL sebesar Rp17.580.647.532.

1. Social, aimed at fulfilling basic human rights in a fair and equitable manner to improve the welfare of all individuals;
2. Environmental, focused on the sustainable management of natural resources and the environment as the foundation of life;
3. Economic, aimed at achieving quality economic growth through sustainable employment and business opportunities, innovation, inclusive industry, adequate infrastructure, and supported access to clean and affordable energy;
4. Legal and Governance, aimed at ensuring legal certainty and effective, transparent, accountable, and participatory governance to create security stability and a law-based state.

In 2020, the Company began implementing its Corporate Social and Environmental Responsibility (TJSL) programs guided by the Sustainable Development Goals (SDGs) and the Creating Shared Value (CSV) approach. These programs are closely linked to the Company's business processes and are designed to provide tangible value to both society and the environment. TJSL implementation consistently contributes to the United Nations Sustainable Development Goals (SDGs). In 2025, the Company realized TJSL funding of IDR 17,580,647,532.



## Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan
TJSL Activity Table and Sustainable Development Goals

## Pilar Pembangunan Sosial
Pillars of Social Development

**Program Sarana Ibadah**
Worship Facilities Program

**Nilai Penyaluran**
Distribution Value
**Rp294.423.000**

**TPB** 1, 2, 4 | **Metadata** (1.4.1); (2.1.1); (4.a.1); (4.3.1) | **Asta Cita** 2, 8

Program Sarana Ibadah dilaksanakan Jasa Marga sepanjang 2025 untuk mendukung kenyamanan dan keberlangsungan kegiatan keagamaan masyarakat di sekitar wilayah operasi melalui bantuan renovasi masjid, musholla, gereja, pura, serta penyediaan perlengkapan ibadah. Program ini mencakup berbagai kegiatan signifikan seperti perbaikan sarana wudhu, renovasi bangunan masjid dan musholla, penyediaan sound system dan alat hadroh, hingga dukungan pembangunan fasilitas pendidikan berbasis keagamaan di sejumlah kota seperti Bekasi, Cirebon, Bogor, Semarang, dan Mojokerto. Seluruh dukungan ini menjadi wujud kontribusi Perusahaan dalam memperkuat harmoni sosial, memperbaiki kualitas fasilitas publik, serta meningkatkan kenyamanan masyarakat dalam menjalankan ibadah.

The Worship Facilities Program was implemented by Jasa Marga throughout 2025 to support the comfort and continuity of community religious activities around its operational areas through assistance for the renovation of mosques, prayer rooms, churches, temples, and the provision of worship equipment. The program includes various significant activities such as the improvement of ablution facilities, renovation of mosque and prayer room buildings, provision of sound systems and hadroh instruments, as well as support for the development of religious-based educational facilities in several cities, including Bekasi, Cirebon, Bogor, Semarang, and Mojokerto. All of these initiatives reflect the Company's contribution to strengthening social harmony, improving the quality of public facilities, and enhancing community comfort in performing religious activities.

## Program Sembako
Basic Food Program

**Nilai Penyaluran**
Distribution Value
**Rp1.573.186.000**

**TPB** 1, 2 **Metadata** (1.2.2); (2.1.1) **Asta Cita** 2, 4

Program Sembako dijalankan untuk memperkuat ketahanan pangan masyarakat melalui distribusi paket kebutuhan pokok bagi kelompok rentan, korban bencana, dan komunitas sekitar jalan tol. Sepanjang 2025, Jasa Marga menyalurkan bantuan sembako bagi masyarakat kelompok dhuafa melalui kerja sama dengan lembaga sosial dan komunitas lokal, termasuk penyaluran kepada warga di Jakarta, Bekasi, Medan, Cianjur, Tasikmalaya, hingga wilayah operasional jalan tol di Jawa Tengah dan Manado-Bitung. Program ini membantu memenuhi kebutuhan dasar masyarakat sekaligus mempererat hubungan Perusahaan dengan lingkungan sosial di sekitarnya.

The Basic Food Assistance (Sembako) Program is implemented to strengthen community food security through the distribution of essential goods packages to vulnerable groups, disaster-affected communities, and populations living around toll road areas. Throughout 2025, Jasa Marga distributed basic food assistance to underprivileged communities in collaboration with social institutions and local communities, including beneficiaries in Jakarta, Bekasi, Medan, Cianjur, Tasikmalaya, as well as operational areas along toll roads in Central Java and Manado–Bitung. This program helps fulfill basic community needs while strengthening the Company's relationship with the surrounding social environment.

## Program Sarana Umum
Public Facilities Program

**Nilai Penyaluran**
Distribution Value
**Rp574.997.080**

**TPB** 1, 3, 4 **Metadata** (1.4.1); (3.8.1); (4.1.1) **Asta Cita** 2, 4, 8

Program Sarana Umum berfokus pada peningkatan kualitas fasilitas publik dan prasarana dasar masyarakat melalui bantuan perbaikan jalan desa, renovasi balai warga, penyediaan fasilitas olahraga, pengadaan alat kebersihan, serta dukungan sarana ruang publik lainnya. Sepanjang 2025, Jasa Marga mendukung pembangunan berbagai fasilitas seperti jalan lingkungan, MCK, balai RW, posyandu, taman bermain, gazebo taman baca, hingga perbaikan sarana umum di kawasan pemukiman sekitar ruas tol di Purwakarta, Cilacap, Tasikmalaya, Depok, Bekasi, Surabaya, dan Semarang. Program ini memperkuat aksesibilitas, kenyamanan, dan kualitas hidup masyarakat di sekitar area operasi Perusahaan.

The Public Facilities Program focuses on improving the quality of public infrastructure and basic community facilities through assistance for village road repairs, renovation of community halls, provision of sports facilities, procurement of cleaning equipment, and support for other public space infrastructure. Throughout 2025, Jasa Marga supported the development of various facilities such as neighborhood roads, public sanitation facilities (MCK), community halls (RW halls), integrated health posts (posyandu), playgrounds, reading park gazebos, as well as improvements to public infrastructure in residential areas surrounding toll road sections in Purwakarta, Cilacap, Tasikmalaya, Depok, Bekasi, Surabaya, and Semarang. This program strengthens accessibility, comfort, and the overall quality of life of communities around the Company's operational areas.

## Program Penanganan Bencana
Disaster Response Program

**Nilai Penyaluran**
Distribution Value
**Rp802.127.800**

**TPB** 1, 2 **Metadata** (1.2.2); (2.1.1) **Asta Cita** 2, 4

Program Penanganan Bencana dilaksanakan sebagai bentuk respon cepat Jasa Marga terhadap berbagai kejadian bencana alam melalui pemberian bantuan darurat seperti makanan siap saji, kebutuhan pokok, peralatan evakuasi, serta dukungan logistik bagi masyarakat terdampak. Pada 2025, bantuan diberikan kepada korban banjir, tanah longsor, kebakaran, erupsi gunung berapi, hingga pergerakan tanah di berbagai wilayah seperti Jakarta, Bekasi, Sukabumi, Cianjur, Pekalongan, Kendal, Medan, dan Bali. Program ini memastikan kehadiran Perusahaan dalam membantu pemulihan awal masyarakat dan mempercepat proses normalisasi pascabencana.

The Disaster Response Program is implemented as Jasa Marga's rapid response to various natural disasters through the provision of emergency assistance such as ready-to-eat meals, basic necessities, evacuation equipment, and logistical support for affected communities. In 2025, assistance was provided to victims of floods, landslides, fires, volcanic eruptions, and ground movements in various regions, including Jakarta, Bekasi, Sukabumi, Cianjur, Pekalongan, Kendal, Medan, and Bali. This program ensures the Company's presence in supporting early community recovery and accelerating post-disaster normalization processes.

## Program Ramadan
Ramadan Program

**Nilai Penyaluran**
Distribution Value

**Rp1.581.021.800**

| TPB | Metadata | Asta Cita |
|---|---|---|
| 2 | (2.1.1) | 2, 8 |

Program Ramadan menjadi momentum Jasa Marga untuk memperkuat solidaritas sosial melalui rangkaian kegiatan berbagi, mulai dari pembagian takjil, penyediaan paket sembako BUKBER, hingga pelaksanaan Sobat Aksi Ramadan bersama masyarakat di berbagai daerah. Program ini juga menyasar pengguna jalan tol melalui pembagian takjil di sejumlah gerbang serta pemberian santunan kepada kelompok rentan dan lembaga sosial. Rangkaian kegiatan tersebut memberikan dampak luas dengan menjangkau ribuan penerima manfaat di Jakarta, Bogor, Bekasi, Klaten, Tasikmalaya, hingga wilayah operasional Jasa Marga di daerah lainnya.

The Ramadan Program serves as a momentum for Jasa Marga to strengthen social solidarity through a series of sharing activities, including the distribution of iftar meals (takjil), provision of Ramadan basic food packages for communal breaking of the fast (buka bersama), and the implementation of the "Sobat Aksi Ramadan" initiative together with local communities in various regions. The program also reaches toll road users through the distribution of iftar meals at several toll gates, as well as the provision of donations and assistance to vulnerable groups and social institutions. These activities have a broad impact, reaching thousands of beneficiaries in Jakarta, Bogor, Bekasi, Klaten, Tasikmalaya, and other operational areas of Jasa Marga.

## Program Hewan Qurban Idul Adha
Eid al-Adha Qurban Program

**Nilai Penyaluran**
Distribution Value

**Rp315.900.000**

| TPB | Metadata | Asta Cita |
|---|---|---|
| 2 | (2.1.1) | 8 |

Program Hewan Qurban Idul Adha dilaksanakan untuk mendukung perayaan keagamaan serta memperkuat solidaritas sosial masyarakat melalui penyaluran hewan qurban ke berbagai wilayah sekitar operasional Jasa Marga. Sepanjang 2025, Perusahaan menyalurkan bantuan hewan qurban kepada sejumlah komunitas, lembaga keagamaan, dan masyarakat di Jakarta, Bekasi, Karawang, serta wilayah lain yang membutuhkan. Program ini menjadi bentuk kepedulian perusahaan dalam memperluas manfaat perayaan Idul Adha sekaligus mendukung pemenuhan kebutuhan protein masyarakat dan mempererat hubungan dengan para pemangku kepentingan lokal.

The Eid al-Adha Qurban Program is implemented to support religious celebrations and strengthen social solidarity within communities through the distribution of sacrificial animals across various areas surrounding Jasa Marga's operational regions. Throughout 2025, the Company distributed qurban assistance to several communities, religious institutions, and residents in Jakarta, Bekasi, Karawang, as well as other areas in need. This program reflects the Company's commitment to broadening the benefits of Eid al-Adha celebrations, while also supporting community protein intake needs and strengthening relationships with local stakeholders.

## Program Kesehatan
Medical Program

**Nilai Penyaluran**
Distribution Value

**Rp418.193.152**

| TPB | Metadata | Asta Cita |
|---|---|---|
| 3 | (3.8.1) | 2, 4 |

Program Kesehatan dijalankan untuk meningkatkan kesejahteraan masyarakat melalui layanan kesehatan dasar, edukasi, dan dukungan fasilitas kesehatan. Jasa Marga melaksanakan berbagai kegiatan seperti bantuan posyandu, pemberian paket nutrisi dan obat-obatan, program stunting, cek kesehatan bagi veteran dan masyarakat sekitar, serta dukungan operasional kesehatan untuk unit jalan tol. Program ini juga mencakup Jamedlink yang menyediakan layanan kesehatan mobile untuk area tertentu, sehingga meningkatkan akses masyarakat terhadap layanan kesehatan yang terjangkau dan berkualitas.

The Medical Program is implemented to improve community welfare through basic healthcare services, education, and support for health facilities. Jasa Marga carries out various initiatives such as support for integrated health posts (posyandu), distribution of nutritional packages and medicines, stunting prevention programs, health check-ups for veterans and surrounding communities, as well as operational health support for toll road units. The program also includes Jamedlink, which provides mobile health services in certain areas, thereby improving community access to affordable and quality healthcare services.

## Program Pendidikan
Education Program

**Nilai Penyaluran**
Distribution Value

**Rp2.363.649.850**

**TPB** 1, 4 **Metadata** (1.2.2); (4.a.1); (4.3.1) **Asta Cita** 4,8

Program Pendidikan dilaksanakan untuk meningkatkan kualitas sarana belajar serta mendukung akses terhadap fasilitas pendidikan bagi masyarakat di sekitar wilayah operasi. Sepanjang 2025, Jasa Marga memberikan bantuan perlengkapan sekolah, perbaikan sarana pendidikan, renovasi ruang kelas, penyediaan komputer dan peralatan TIK, hingga pembangunan taman lalu lintas sebagai media edukasi. Dukungan ini diberikan kepada sekolah dasar, menengah, lembaga pendidikan nonformal, serta pesantren di Bogor, Bekasi, Jakarta, Klaten, Semarang, Surabaya, dan berbagai wilayah lain guna mendorong terciptanya lingkungan belajar yang aman, inklusif, dan lebih modern.

The Education Program is implemented to improve the quality of learning facilities and support access to educational infrastructure for communities around the Company's operational areas. Throughout 2025, Jasa Marga provided assistance in the form of school supplies, improvements to educational facilities, classroom renovations, provision of computers and ICT equipment, as well as the development of traffic parks as educational media. This support was extended to elementary and secondary schools, non-formal education institutions, and Islamic boarding schools (pesantren) in Bogor, Bekasi, Jakarta, Klaten, Semarang, Surabaya, and various other regions, with the aim of fostering a safe, inclusive, and more modern learning environment.

## Program Santunan
Assistance Program

**Nilai Penyaluran**
Distribution Value

**Rp199.976.000**

**TPB** 1, 2, 4 **Metadata** (1.3.1); (2.1.1); (4.a.1); (4.3.1) **Asta Cita** 2, 4

Program Santunan dijalankan melalui pemberian bantuan langsung kepada masyarakat yang membutuhkan, terutama anak yatim, lansia, dan kelompok rentan lainnya. Sepanjang 2025, Jasa Marga melaksanakan santunan dalam berbagai momentum seperti HUT Perusahaan, Tahun Baru Islam, Maulid Nabi, kegiatan keagamaan, serta dukungan kepada panti asuhan di berbagai wilayah seperti Jakarta, Bogor, Medan, dan sekitarnya. Program ini menjadi wujud kepedulian Perusahaan terhadap kesejahteraan sosial sekaligus memperkuat ikatan emosional dengan komunitas sekitar.

The Assistance Program was implemented through the provision of direct aid to communities in need, particularly orphaned children, the elderly, and other vulnerable groups. Throughout 2025, Jasa Marga carried out assistance activities on various occasions, such as the Company's Anniversary, Islamic New Year, Prophet Muhammad's Birthday (Maulid Nabi), religious activities, as well as support for orphanages in various regions, including Jakarta, Bogor, Medan, and surrounding areas. This program reflected the Company's commitment to social welfare while strengthening emotional ties with surrounding communities.

**Subtotal Pilar Sosial**
**Social Pillars Subtotal**

**Rp8.123.474.682**

## Pilar Pembangunan Ekonomi
## Pillars of Economic Development

### Program Pengembangan UMKM Berkelanjutan
Sustainable MSME Development Program

**Nilai Penyaluran**
Distribution Value

**Rp1.535.112.070**

**TPB** 8 **Metadata** (8.3.1) **Asta Cita** 3, 4

Program Pembinaan UMKM Berkelanjutan dilakukan untuk mengembangkan kapasitas pelaku usaha kecil melalui pelatihan, pemberdayaan sarana usaha, pendampingan bisnis, serta penyediaan fasilitas pemasaran. Jasa Marga mendukung UMKM melalui program Kampoeng UMKM, pelatihan literasi keuangan dan legalitas, pendampingan greenhouse Rumah Tumbuh, sertifikasi halal UMKM, serta bantuan sarana produksi bagi UMK sektor pertanian, peternakan, dan kuliner. Program ini secara langsung mendorong peningkatan daya saing UMKM yang berada di sekitar ruas tol dan rest area, sehingga mereka dapat berkembang menjadi usaha yang lebih mandiri dan berkelanjutan.

The Sustainable MSME Development Program was implemented to enhance the capacity of small business actors through training, business empowerment, provision of business facilities, business mentoring, and marketing support facilities. Jasa Marga supported MSMEs through the Kampoeng UMKM program, financial literacy and business legality training, mentoring for the Rumah Tumbuh greenhouse, MSME halal certification, as well as assistance in production facilities for micro and small enterprises in the agriculture, livestock, and culinary sectors. This program directly contributed to improving the competitiveness of MSMEs located along toll road corridors and rest areas, enabling them to grow into more independent and sustainable businesses.

### Program Promosi UMKM
MSME Promotion Program

**Nilai Penyaluran**
Distribution Value

**Rp769.042.490**

**TPB** 8 **Metadata** (8.3.1) **Asta Cita** 3, 4

Program Promosi UMKM dilaksanakan melalui fasilitasi keikutsertaan UMKM binaan pada berbagai pameran lokal, nasional, dan internasional untuk memperluas jaringan pemasaran dan meningkatkan eksposur produk. Pada 2025, Jasa Marga mendukung UMKM tampil dalam berbagai ajang seperti INACRAFT, Indonesia Fashion Week, Trade Expo Indonesia, Gelar Batik Nusantara, Pekan Raya Jatim, serta Agrinex Expo. Melalui program ini, UMKM memperoleh kesempatan menampilkan produk unggulan, memperluas pasar, serta meningkatkan kapasitas pemasaran sehingga mampu bersaing di pasar yang lebih luas.

The MSME Promotion Program was implemented by facilitating the participation of fostered MSMEs in various local, national, and international exhibitions to expand marketing networks and increase product exposure. In 2025, Jasa Marga supported MSMEs in participating in various events such as INACRAFT, Indonesia Fashion Week, Trade Expo Indonesia, Gelar Batik Nusantara, East Java Fair, and Agrinex Expo. Through this program, MSMEs were provided with opportunities to showcase their flagship products, expand market reach, and enhance their marketing capabilities, enabling them to compete in broader markets.

**Program Bantuan Penyandang Disabilitas**
Disability Support Program

**Nilai Penyaluran**
Distribution Value
**Rp72.000.000**

**TPB** 10 **Metadata** (10.2.1) **Asta Cita** 4

Program Bantuan Penyandang Disabilitas dilaksanakan untuk mendukung kebutuhan pendidikan, pengembangan diri, dan kesejahteraan kelompok berkebutuhan khusus melalui pemberian sarana, fasilitas, serta dukungan aktivitas. Pada 2025, Jasa Marga menyalurkan bantuan bagi berbagai lembaga seperti Daya Pelita Kasih Centre dan sekolah luar biasa lainnya, termasuk dukungan melalui paket bantuan BKK pada perayaan Natal dan Paskah yang juga ditujukan kepada panti asuhan dan lembaga yang menaungi anak-anak disabilitas. Program ini membantu memperluas akses pendidikan inklusif, meningkatkan kualitas fasilitas pendukung, serta memperkuat keberdayaan penyandang disabilitas di lingkungan sekitar perusahaan.

The Disability Support Program was implemented to support the educational needs, personal development, and welfare of persons with special needs through the provision of facilities, infrastructure, and activity support. In 2025, Jasa Marga distributed assistance to various institutions, including Daya Pelita Kasih Centre and other special needs schools, as well as support through CSR assistance packages during Christmas and Easter celebrations, which were also provided to orphanages and institutions caring for children with disabilities. This program contributed to expanding access to inclusive education, improving supporting facilities, and strengthening the empowerment of persons with disabilities within the Company's surrounding areas.

**Subtotal Pilar Ekonomi**
Economic Pillars Subtotal
**Rp2.376.154.560**



## Pilar Pembangunan Lingkungan
## Pillars of Environmental Development

**Program Pembangunan Lingkungan Berkelanjutan**
Sustainable Environmental Development Program

**Nilai Penyaluran**
Distribution Value
**Rp3.369.458.178**

**TPB** 11, 15 **Metadata** [11.1.1(a)]; [11.3.1]; [15.b.1.] **Asta Cita** 2, 3, 4, 8

Program Pembangunan Berkelanjutan dilaksanakan melalui penyediaan sarana dan prasarana lingkungan hidup seperti pembangunan jalan desa, MCK, fasilitas kebersihan, taman lingkungan, hingga perbaikan sarana umum di berbagai wilayah. Jasa Marga berkontribusi dalam peningkatan kualitas permukiman melalui dukungan pembangunan fasilitas permukiman di Jawa Barat, Jawa Tengah, dan wilayah operasi lainnya. Program ini mendukung terciptanya lingkungan yang lebih layak huni, nyaman, serta mendukung kesejahteraan masyarakat secara berkelanjutan.

The Sustainable Development Program was implemented through the provision of environmental infrastructure and facilities, such as the construction of village roads, sanitation facilities (MCK), cleanliness facilities, neighborhood parks, and improvements to public infrastructure in various regions. Jasa Marga contributed to enhancing the quality of settlements through support for residential facility development in West Java, Central Java, and other operational areas. This program supported the creation of more livable and comfortable environments, while also promoting the long-term well-being of surrounding communities.

## Program Mudik Gratis Ramadan - Transportasi Berkelanjutan
Ramadan Homecoming Assistance Program – Sustainable Transportation

**Nilai Penyaluran**
Distribution Value

**Rp1.176.440.000**

TPB 11 | Metadata [11.1.1(a)] | Asta Cita 8

Program Mudik Gratis Ramadan merupakan wujud dukungan Jasa Marga terhadap mobilitas masyarakat sekaligus upaya mendorong transportasi yang aman dan berkelanjutan. Melalui program ini, Jasa Marga memfasilitasi keberangkatan peserta mudik menggunakan moda transportasi yang terorganisasi, aman, dan nyaman sehingga membantu mengurangi risiko kecelakaan, kemacetan, serta beban penggunaan kendaraan pribadi di jalan tol. Program ini menyasar masyarakat sekitar dan pengguna jalan serta dilaksanakan bekerja sama dengan berbagai pemangku kepentingan untuk memastikan perjalanan mudik yang lebih efisien dan inklusif.

The Free Ramadan Homecoming Program is a manifestation of Jasa Marga's support for public mobility and an effort to promote safe and sustainable transportation. Through this program, Jasa Marga facilitates the departure of homecoming travelers using organized, safe, and comfortable modes of transportation, thereby helping to reduce the risk of accidents, congestion, and the burden of private vehicle use on toll roads. This program targets local communities and road users and is implemented in collaboration with various stakeholders to ensure a more efficient and inclusive homecoming journey.

## Program Waste Water Treatment
Waste Water Treatment Program

**Nilai Penyaluran**
Distribution Value

**Rp52.040.000**

TPB 6 | Metadata 6.3.2.(a) | Asta Cita 8

Program Waste Water Treatment dilaksanakan sebagai komitmen Jasa Marga dalam pengelolaan air bersih dan sanitasi melalui pembangunan fasilitas pengolahan air bagi rest area. Pada 2025, program ini diwujudkan melalui pembangunan instalasi pengolahan air bersih di Rest Area Travoy KM 575A yang membantu meningkatkan kualitas layanan bagi pengguna jalan sekaligus memastikan pengelolaan lingkungan yang sesuai standar. Program ini menjadi bagian dari upaya Perusahaan dalam mendukung akses air bersih yang layak serta pengelolaan sumber daya air yang berkelanjutan.

Wastewater Treatment Program was implemented as part of Jasa Marga's commitment to clean water management and sanitation through the development of water treatment facilities in rest areas. In 2025, this program was realized through the construction of a clean water treatment installation at Travoy Rest Area KM 575A, which helped improve service quality for road users while ensuring environmental management in accordance with applicable standards. This program formed part of the Company's efforts to support access to adequate clean water as well as the sustainable management of water resources.

## Program Penanaman Pohon
Tree Planting Program

**Nilai Penyaluran**
Distribution Value

**Rp669.203.000**

TPB 15 | Metadata 15.b.1 | Asta Cita 8

Program Penanaman Pohon dilakukan Jasa Marga untuk mendukung konservasi ekosistem darat serta meningkatkan tutupan hijau di wilayah sekitar jalan tol. Program ini mencakup distribusi dan penanaman ribuan bibit pohon buah, bibit durian, hingga pohon mangrove di berbagai wilayah seperti Pati, Cirebon, Bogor, dan Jakarta. Selain itu, Jasa Marga juga berkolaborasi dengan kelompok tani dan komunitas lokal untuk memastikan keberlanjutan pemeliharaan pohon. Inisiatif ini membantu menjaga keseimbangan lingkungan, mengurangi emisi, dan meningkatkan kualitas udara.

Tree Planting Program was carried out by Jasa Marga to support terrestrial ecosystem conservation and increase green coverage in areas surrounding toll roads. This program included the distribution and planting of thousands of tree seedlings, including fruit trees, durian seedlings, and mangrove trees across various regions such as Pati, Cirebon, Bogor, and Jakarta. In addition, Jasa Marga collaborated with farmer groups and local communities to ensure the sustainability of tree maintenance. This initiative contributed to maintaining environmental balance, reducing emissions, and improving air quality.

**Program Waste Management**
Waste Management Program

**Nilai Penyaluran**
Distribution Value

**Rp1.813.877.112**

**TPB** 11, 12, 15

**Metadata** [11.1.1(a)]; [12.5.1.(a)]; [15.b.1]

**Asta Cita** 3, 4, 6, 8

Program Waste Management difokuskan pada pengelolaan sampah yang lebih efektif dan berkelanjutan melalui pembangunan sarana pengolahan sampah, bank sampah, serta penyediaan peralatan dan kendaraan kebersihan. Pada 2025, Jasa Marga mendukung pembangunan sarana pengelolaan sampah di Rest Area KM 88B Cipularang, penyediaan waste dropbox di lingkungan kantor dan rest area, pengembangan bank sampah di sejumlah wilayah, serta dukungan alat kebersihan bagi masyarakat. Program ini membantu meningkatkan kesadaran pengelolaan sampah sejak sumbernya, mendorong ekonomi sirkular, serta memperbaiki kualitas lingkungan permukiman.

Waste Management Program was focused on more effective and sustainable waste management through the development of waste processing facilities, waste banks, as well as the provision of cleaning equipment and vehicles. In 2025, Jasa Marga supported the development of waste management facilities at KM 88B Cipularang Rest Area, the provision of waste drop boxes in office environments and rest areas, the development of waste banks in several regions, and the provision of cleaning equipment for local communities. This program helped increase awareness of waste management at the source, promote a circular economy, and improve the quality of residential environments.

**Subtotal Pilar Lingkungan**
**Environmental Pillars Subtotal**

**Rp7.081.018.290**

**TOTAL**
**TOTAL**

**Rp17.580.647.532**

## Kepatuhan Terhadap Hukum dan Peraturan
**[GRI 2-27]**

Komitmen Perseroan dalam mematuhi seluruh peraturan perundang-undangan yang berlaku telah memberikan dampak positif bagi Perseroan. Sampai dengan akhir tahun 2025, tidak terdapat kasus kasus ketidakpatuhan terhadap ketentuan hukum dan peraturan yang berlaku, termasuk peraturan di bidang lingkungan hidup yang dapat menimbulkan sanksi denda maupun sanksi non-moneter. Selain itu, Perseroan juga tidak mencatat adanya pelanggaran terhadap hak asasi manusia.

## Compliance with Laws and Regulations
**[GRI 2-27]**

The Company's commitment to complying with all applicable laws and regulations has resulted in positive outcomes for the Company. As of the end of 2025, there were no instances of non-compliance with applicable laws and regulations, including environmental regulations, that resulted in either monetary fines or non-monetary sanctions. In addition, the Company recorded no human rights violations.

## Pengaduan Masyarakat [OJK F.24, GRI 2-16, 2-26, 413-1]

Perseroan telah menyediakan sarana pelaporan pelanggaran (*Whistleblowing System/WBS*) sebagai wadah bagi para pemangku kepentingan untuk melaporkan tindakan yang melanggar hukum maupun perilaku tidak etis. Fasilitas WBS ini dikelola oleh pihak independen dan profesional, serta dapat diakses oleh seluruh Insan Jasa Marga maupun pihak eksternal sejak 16 Januari 2013.

Pengelolaan WBS dilakukan berdasarkan ketentuan dalam Keputusan Bersama Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk Nomor KEP 149/IX/2024 dan Nomor 191/KPTS/2024 tentang Pedoman Whistleblowing System PT Jasa Marga (Persero) Tbk.

## Public Complaints [OJK F.24, GRI 2-16, 2-26, 413-1]

The Company has provided a violation reporting channel through the Whistleblowing System (WBS), which enables stakeholders to report any unlawful behavior or unethical acts. The Company has provided a WBS facility managed by an independent and professional party, which can be used by all Jasa Marga Personnel and external parties since January 16, 2013.

WBS management is carried out based on the Joint Decree of the Board of Commissioners and Directors of PT Jasa Marga (Persero) Tbk No. KEP 149/IX/2024 and No. 191/ KPTS/2024 concerning the Whistleblowing System of PT Jasa Marga (Persero) Tbk.

**Masyarakat dapat melaporkan pengaduan melalui sarana/media pelaporan WBS melalui:**
The public may submit complaints through the Whistleblowing System (WBS) reporting channels via:

**E-mail**
jasamarga.wbs@tipoffs.info

**PO BOX**
3025 KP 10030

+62 21 3952 8855

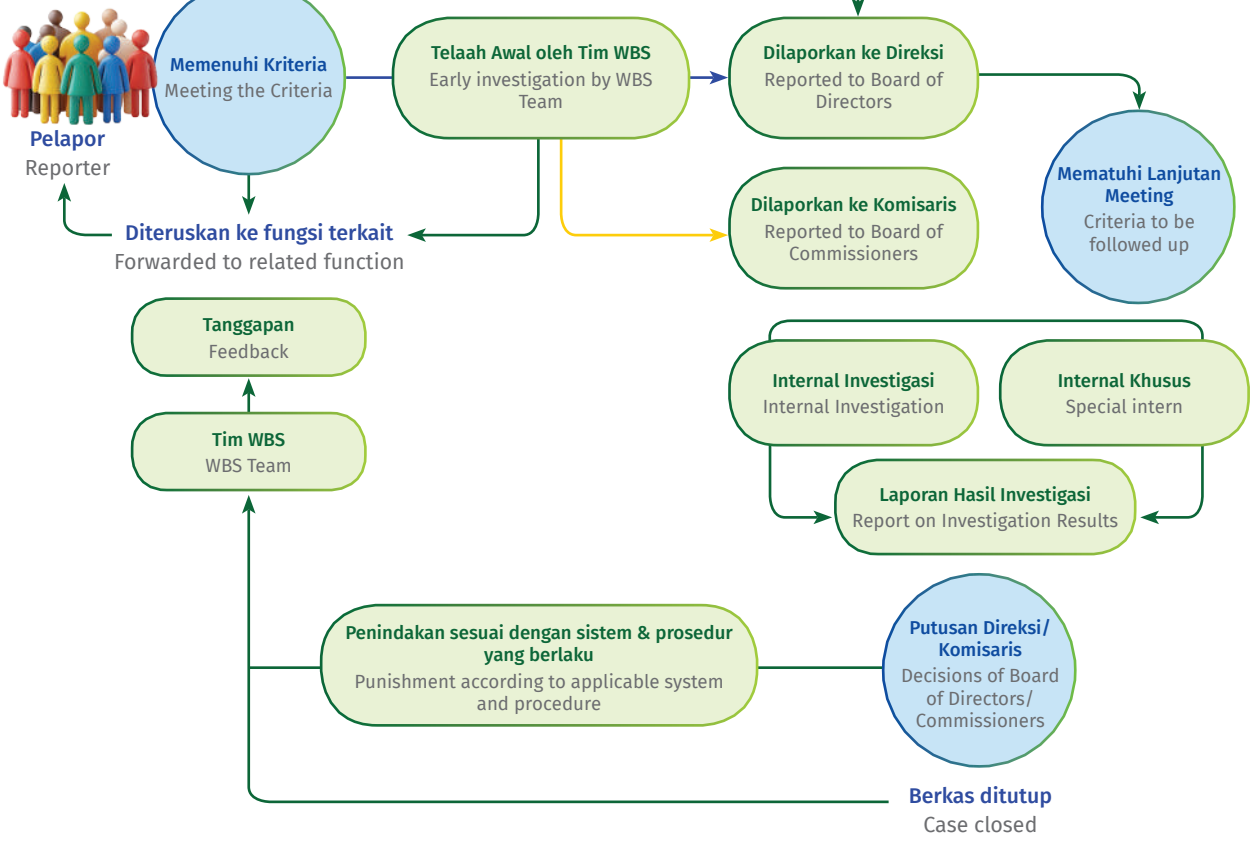
+62 8111 9785 03

**Situs Web**
https://idn.deloitte-halo.com/whistleblowing.tips/wbs/@jasamarga/

Mekanisme saluran pengaduan WBS adalah sebagai berikut.

The WBS complaint handling mechanism is as follows.

**Bagan Alur Proses Sistem Pelaporan Pelanggaran**
Whistleblowing System Flowchart




**Keterangan / Information:**
1. Pelaporan pelanggaran akan selalu mendapat feedback dan status atas laporan yang diberikan.
   The reporter of violation will always get feedback and notificationon the status of report he/she submitted.
2. Alur pelaporan
   Reporting Flow

→ Jika yang dilaporkan karyawan dan Dewan Komisaris, laporan ditujukan kepada tim WBS.
If the person reported is an employee or commissioner, the report is addresses to WBS Team.

→ Jika yang dilaporkan anggota Tim WBS, laporan ditujukan kepada Direksi.
If the person reported is a member of WBS, the report is addressed to the Board of Directors.

→ Jika yang dilaporkan Direksi, laporan ditujukan kepada Dewan Komisaris.
If the person reported is a director, the report is addressed to the Board of Commissioners.

Seluruh informasi yang masuk melalui WBS disampaikan kepada Direksi dan Dewan Komisaris untuk selanjutnya ditindaklanjuti sesuai hasil putusan Direksi/Dewan Komisaris Perseroan. Perseroan menjamin perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan pelanggaran yang diadukan dari pihak manapun. Pada tahun 2025, terdapat 211 laporan dugaan pelanggaran yang disampaikan melalui mekanisme WBS. Dari jumlah tersebut, sebanyak 201 laporan masuk dalam kategori jenis pelanggaran di luar lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, dan sebanyak

All information received through the Whistleblowing System (WBS) is submitted to the Board of Directors and the Board of Commissioners for further follow-up in accordance with their decisions. The Company ensures protection for whistleblowers from any form of threats, intimidation, or unpleasant treatment from any party, provided that confidentiality of the reported violations is maintained. In 2025, a total of 211 alleged violation reports were received through the WBS mechanism, of which 201 reports were categorized as outside the scope of Jasa Marga's WBS handling mechanism, while 10 reports fell within the WBS scope and were processed accordingly. Out of these 10 reports, 9 have been completed (closed status),

10 laporan masuk dalam ruang lingkup WBS dan diproses sesuai dengan mekanisme pelaporan WBS. Dari 10 laporan masuk dalam kategori jenis pelanggaran dalam lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, sebanyak 9 laporan telah selesai ditindaklanjuti (status laporan closed), sedangkan sebanyak 1 laporan sampai dengan akhir tahun 2025 masih dalam proses pemeriksaan. Seluruh pengaduan melalui WBS dan disampaikan ke Dewan Komisaris/Direksi untuk mendapat keputusan.

while 1 report remained under investigation as of the end of 2025, with all WBS reports ultimately submitted to the Board of Commissioners and Board of Directors for decision-making.

Selain WBS, dalam rangka meningkatkan kualitas pengelolaan usaha jalan tol, Perseroan juga menyediakan saluran komunikasi yang dapat digunakan pemangku kepentingan dan masyarakat setempat untuk menyampaikan keluhan atau tanggapan mereka terhadap dampak operasi Perseroan melalui Call Center 14080, situs web www.jasamarga.com dan sosial media perusahaan. Perseroan berkomitmen untuk memberikan solusi terbaik dengan mengedepankan musyawarah untuk mufakat dalam waktu sesingkat-singkatnya. Pengaduan masyarakat yang diterima Perseroan tercakupkan dalam mekanisme pengaduan yang dikelola oleh Jasa Marga Tollroad Command Center (JMTC).

In addition to the Whistleblowing System (WBS), in order to enhance the quality of toll road business management, the Company also provides communication channels that can be used by stakeholders and the local community to submit complaints or feedback regarding the impacts of the Company's operations, through Call Center 14080, the website [www.jasamarga.com](http://www.jasamarga.com), and the Company's social media platforms. The Company is committed to providing the best solutions by prioritizing deliberation and consensus in the shortest possible time. Public complaints received by the Company are included in the complaint handling mechanism managed by the Jasa Marga Tollroad Command Center (JMTC).

**Tabel Jumlah Pengaduan Masyarakat**
**Table of Number of Public Complaints**

| Tujuan<br>Purpose | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Meminta Informasi<br>Asking for Information | **52.930** | 60.227 | 73.788 | -12% |
| Memberikan Bantuan<br>Giving Assistance | **107.525** | 60.227 | 84.018 | 79% |
| Memberi Informasi<br>Providing Information | **16.855** | 16.527 | 15.394 | 2% |
| Pengajuan Keluhan/Pengaduan<br>Submission of Complaints | **711** | 679 | 1.032 | 5% |
| Pemberian Saran<br>Giving Advice | **67** | 93 | 82 | -28% |
| **Jumlah**<br>**Total** | **178.088** | **170.034** | **174.314** | **5%** |

Selanjutnya, melalui saluran pengaduan yang tersedia, pemangku kepentingan, khususnya pelanggan tidak hanya dapat menyampaikan keluhan terkait produk dan layanan, tetapi juga mengajukan permintaan informasi, permohonan bantuan, menyampaikan informasi, serta memberikan saran kepada Jasa Marga. Setiap permintaan dan informasi yang disampaikan pengguna jalan melalui One Call Center 14080 ditangani secara langsung oleh Agent Call Center atau Customer Service Officer (CSO). Sementara itu, keluhan, pengaduan, dan saran yang memerlukan penanganan lebih lanjut oleh unit terkait diteruskan oleh Agent Call Center/CSO melalui Supervisor Traffic Information and Communication JMTC dengan memanfaatkan aplikasi terintegrasi JMACT,

Furthermore, through the available complaint channels, stakeholders—particularly customers—may not only submit complaints regarding products and services, but also request information, seek assistance, provide information, and submit suggestions to Jasa Marga. Every request and inquiry submitted by road users through the One Call Center 14080 is handled directly by Call Center Agents or Customer Service Officers (CSO), while complaints, reports, and suggestions requiring further follow-up are forwarded through the Traffic Information and Communication Supervisor of the Jasa Marga Tollroad Command Center (JMTC) using the integrated JMACT application to ensure prompt action by the relevant units. Specifically, assistance requests such as Mobile Customer

sehingga unit terkait dapat segera melakukan tindak lanjut. Khusus untuk permintaan bantuan, seperti bantuan petugas Mobile Customer Service (MCS), petugas derek, Patroli Jalan Raya (PJR), maupun layanan medis atau ambulans, seluruh laporan dicatat dan disampaikan langsung kepada Ruas terkait melalui Aplikasi Trace (Track and Care). Melalui sistem tersebut, proses penanganan bantuan dapat dipantau secara terukur, mulai dari laporan diterima hingga petugas tiba di lokasi pengguna jalan. Seluruh pengaduan yang masuk melalui One Call Center telah ditindaklanjuti dan diselesaikan.

Service (MCS), towing services, Highway Patrol (PJR), and medical or ambulance services are recorded and submitted directly to the relevant toll road sections through the TRACE (Track and Care) application, enabling a measurable monitoring process from report receipt to the arrival of officers at the location, and all complaints received through the One Call Center have been followed up and resolved.

Selain melalui Call Center, masyarakat juga dapat menyampaikan pengaduan melalui media sosial. Sepanjang periode pelaporan, tercatat sebanyak 1.795 pengaduan yang diterima melalui Direct Message akun resmi Instagram Jasa Marga, dan seluruhnya telah ditindaklanjuti. Pengaduan yang disampaikan melalui media sosial tersebut tidak hanya berupa keluhan, tetapi juga mencakup permintaan informasi dan bantuan.

In addition to the Call Center, the public may also submit complaints through social media channels. During the reporting period, a total of 1,795 complaints were received via direct messages to Jasa Marga's official Instagram account, all of which were followed up accordingly. The complaints submitted through social media not only included grievances but also requests for information and assistance.

**Tabel Jumlah Pengaduan Masyarakat Tahun 2025**
**Table of Number of Public Complaints in 2025**

| **Saluran Pengaduan**<br>Complaint Channel | **Jenis Pengaduan**<br>Complaint Types | **Jumlah Pengaduan yang Diterima**<br>Number of Complaints Received | **Status Penyelesaian**<br>Completion Status |
|---|---|---|---|
| Sosial Media | Permintaan bantuan derek kondisi darurat<br>Emergency towing assistance request | 45 | 100% |
| | Kebutuhan Informasi dan rekayasa lalu lintas<br>Information and traffic engineering needs | 478 | 100% |
| | Informasi tarif tol<br>Toll rate information | 248 | 100% |
| | Pengaduan kendaraan ODOL<br>ODOL vehicle complaints | 124 | 100% |
| | Pengaduan kesalahan sistem double deduck<br>Double-duck system error complaints | 56 | 100% |
| | Permintaan resi yang tidak tercetak<br>Request for unprinted receipts | 114 | 100% |
| | Informasi lowongan kerja dan proposal untuk Jasa Marga<br>Job vacancy information and proposals for Jasa Marga | 17 | 100% |
| | Pelaporan informasi yang terjadi di jalan tol<br>Reporting information that occurs on toll roads | 390 | 100% |
| | Pelaporan kondisi jalan tol rusak, kecelakaan, dan kemacetan.<br>Reporting damaged toll road conditions, accidents, and congestion | 323 | 100% |
| **Total** | | **1.795** | **100%** |

**Tabel Jumlah Pengaduan melalui Whistleblowing System di Tahun 2025**
Table of Number of Complaints through the Whistleblowing System in 2025

| No | Media Laporan<br>Media Report | Jumlah Pelaporan<br>Number of Reports | Status 31 Desember 2025<br>December 31, 2025 Status | |
|---|---|---|---|---|
| | | | Closed | Open |
| 1 | Situs Web / Website | 4 | 4 | 0 |
| 2 | Surel / Email | 194 | 194 | 0 |
| 3 | SMS | 0 | 0 | 0 |
| 4 | WhatsApp | 13 | 12 | 1 |
| 5 | PO Box | 0 | 0 | 0 |
| **Jumlah / Total** | | **211** | **210** | **1** |

# Tanggung Jawab Pengembangan Produk dan/atau Jasa Keberlanjutan

## Responsibility for the Development of Sustainable Products and/or Services



### Inovasi dan Pengembangan Produk/Jasa Pembangunan Berkelanjutan [OJK F.26]

Perseroan terus berupaya untuk terus melakukan inovasi dan pengembangan produk/jasa pembangunan berkelanjutan. Dalam menjalankan kegiatan operasinya, Perseroan juga berinovasi dalam meningkatkan proses bisnis yang efektif dan efisien. Hal ini mencerminkan komitmen Perseroan untuk terus mengintegrasikan teknologi dalam mendukung keberlanjutan, meningkatkan efisiensi, dan memberikan nilai tambah bagi seluruh pemangku kepentingan. Inovasi yang dilakukan Perseroan adalah sebagai berikut.

### Inovasi Operasional

- ***Hybrid Wind Tree***
  Pada tahun 2025, PT Jasamarga Probolinggo Banyuwangi yang merupakan APJT konstruksi melakukan inovasi dengan pemasangan *Hybrid wind tree* yang memanfaatkan kombinasi antara tenaga angin dan tenaga surya untu menghasilkan energi listrik yang dimanfaatkan untuk penerangan area parkir di kantor PT JPB.

  Fenomena Angin Gending memiliki puncak pada bulan Mei - September. Puncak kecepatan angin gending dapat berhembus hingga kecepatan 7-8 m/s. dan menimbulkan dampak negatif seperti kerusakan infrastruktur.

### Innovation and Development of Sustainable Development Products/ Services [OJK F.26]

The Company continuously strives to innovate and develop sustainable development products/services. In carrying out its operations, the Company also innovates in improving effective and efficient business processes. This reflects the Company's commitment to continuously integrate technology to support sustainability, improve efficiency, and provide added value to all stakeholders. The Company's innovations are as follows.

### Operational Innovation

- Hybrid Wind Tree
  In 2025, PT Jasamarga Probolinggo Banyuwangi, a construction subsidiary of APJT, implemented an innovation through the installation of a Hybrid Wind Tree, which utilizes a combination of wind and solar energy to generate electricity. The generated energy is used for lighting the parking area at the PT JPB office.

  The Gending Wind phenomenon typically peaks between May and September, with wind speeds reaching up to 7–8 m/s. While this natural phenomenon presents renewable energy potential, it can also have negative impacts, such as infrastructure damage.

Inovasi dalam pemanfaat energi angin dan cahaya di sekitar Gending sebagai alternatif sumber energi. Model *Hybrid Wind Tree* diadopsi dari Negara Prancis, penggunaanya sudah cukup masif. Dengan 35 solar petal dan 30 aeroleaf yang berputar dengan kecepatan angin minum 2,5 m/s dan mampu menghasilkan energi listrik maksimum 12,4 kW. *Hybrid Wind Tree* idesain untuk meniru kekokohan sebuah pohon dan direkayasa untuk memanfaatkan energi angin dan matahari, *hybrid wind tree* tidak hanya berfungsi sebagai pembangkit listrik, tetapi juga sebagai simbol masa depan yang lebih hijau.

Implementasi dan penghargaan PT Jasa Marga (Persero) Tbk melalui anak usahanya PT Jasamarga Probolinggo Banyuwangi (JPB) meraih penghargaan Museum Rekor Dunia-Indonesia (MURI) atas penerapan inovasi energi terbarukan di lingkungan operasional jalan tol.

- **Optimalisasi Penggunaan Ruang Lembur Terpusat di Ruang JMAS Jasa Marga Akhlak Space**
  Dalam rangka mendukung efisiensi operasional dan penghematan energi di lingkungan Kantor Pusat PT Jasa Marga (Persero) Tbk khususnya Gedung A dan B, Perusahaan menetapkan Ruang JMAS Jasa Marga Akhlak Space sebagai ruang lembur terpusat bagi seluruh karyawan yang melaksanakan kegiatan kerja di luar jam operasional.

  Kebijakan ini bertujuan untuk mengoptimalkan penggunaan ruang dan sumber daya listrik, mengingat selama ini aktivitas lembur sering dilakukan secara terpisah di berbagai ruangan kerja yang menyebabkan penggunaan listrik tidak efisien, seperti penyalaan lampu, pendingin ruangan, dan perangkat elektronik di banyak titik secara bersamaan.

  Untuk mendukung hal tersebut ada beberapa aspek kegiatan yang perlu disiapkan di ruang lembur terpusat antara lain:
  1. Persiapan fasilitas dan peralatan kerja
  2. Pengaturan energi dan penerangan
  3. Penataan ruang dan kebersihan
  4. Administrasi dan koordinasi pengguna kepada penanggung jawab ruangan
  5. Keamanan dan pengawasan
  6. Membuat surat edaran dan sosialisasi kepada seluruh karyawan kantor pusat
     - Pemanfaatan limbah kulit buah menjadi Eco-enzyme
       Hasil Eco-enzyme berupa cairan pembersih lantai, sabun pencuci tangan dan pencuci piring, handsanitizer

Innovation in the utilization of wind and solar energy around Gending was developed as an alternative energy source. The Hybrid Wind Tree model was adopted from France, where its application has been widely implemented. Equipped with 35 solar petals and 30 aeroleaves, the system operates at a minimum wind speed of 2.5 m/s and is capable of generating a maximum electrical output of 12.4 kW. The Hybrid Wind Tree is designed to mimic the strength of a tree and engineered to harness both wind and solar energy. It functions not only as a power generator but also as a symbol of a greener future.

In its implementation, PT Jasa Marga (Persero) Tbk, through its subsidiary PT Jasamarga Probolinggo Banyuwangi (JPB), received a record from the Indonesian World Records Museum (MURI) for the application of renewable energy innovation within its toll road operational environment.

- **Optimization of Centralized Overtime Space at JMAS Jasa Marga AKHLAK Space**
  In order to support operational efficiency and energy savings at the Head Office of PT Jasa Marga (Persero) Tbk, particularly Buildings A and B, the Company designated the JMAS Jasa Marga AKHLAK Space as a centralized overtime area for employees working beyond regular operating hours.

  This policy aims to optimize space utilization and electricity consumption, considering that overtime activities were previously conducted in separate rooms, resulting in inefficient energy use such as simultaneous operation of lighting, air conditioning, and electronic devices across multiple locations.

  To support this initiative, several key aspects of the centralized overtime space were prepared, including:

  1. Preparation of facilities and work equipment
  2. Energy and lighting management
  3. Space arrangement and cleanliness
  4. Administration and user coordination with the room officer in charge
  5. Security and supervision
  6. Issuance of circular letters and socialization to all head office employees
     - Utilization of Fruit Peel Waste into Eco-Enzyme
       Fruit peel waste was processed into eco-enzyme products, which were then utilized as environmentally friendly cleaning agents, including floor cleaners, hand soap, dishwashing liquid, and hand sanitizer. handsanitizer

- Pemanfaatan limbah daun dan rumput disepanjang ruas tol Serpong Cinere menjadi pupuk organik
  Pemanfaatan limbah hasil pemotongan rumput maupun dahan untuk pupuk organik

- Utilization of leaf and grass waste along the Serpong–Cinere toll road into organic fertilizer
  Utilization of waste from grass cutting and branches for organic fertilizer.

- **Pemanfaatan Air Kolam Penampungan untuk Penyiraman Tanaman**
  Sebagai upaya meningkatkan efisiensi penggunaan sumber daya dan mendorong inovasi berkelanjutan, kami telah menerapkan program pemanfaatan air dari kolam penampungan sebagai sumber utama penyiraman tanaman di lokasi Benda, Kunciran, dan Kantor Operasional. Program ini sejalan dengan pilar Driving Sustainable Innovation karena menghadirkan solusi yang lebih efisien, hemat biaya, dan ramah lingkungan. Pemanfaatan air internal memungkinkan kami mengurangi ketergantungan pada suplai eksternal sekaligus menurunkan penggunaan air tanah. Inisiatif ini membuka peluang replikasi di wilayah lain dan memperkuat budaya inovasi di lingkungan kerja. Dari aspek Building Resilience, program ini meningkatkan ketahanan perusahaan terhadap fluktuasi kebutuhan air, gangguan suplai, hingga potensi kenaikan biaya. Dengan tersedianya sumber air alternatif, kegiatan pemeliharaan lanskap dapat tetap berjalan stabil tanpa interupsi, sehingga kontinuitas pelayanan publik tetap terjaga.

- **Utilization of Reservoir Water for Plant Irrigation**

  As an effort to improve resource efficiency and promote sustainable innovation, we have implemented a program utilizing water from reservoir ponds as the main source for plant irrigation at the Benda, Kunciran, and Operational Office locations. This program is aligned with the Driving Sustainable Innovation pillar as it delivers a more efficient, cost-saving, and environmentally friendly solution. The use of internal water resources allows us to reduce dependence on external supply while also lowering groundwater usage. This initiative opens opportunities for replication in other areas and strengthens the culture of innovation within the workplace. From the Building Resilience aspect, this program enhances the Company's resilience against fluctuations in water demand, supply disruptions, and potential cost increases. With an alternative water source available, landscape maintenance activities can continue to run smoothly without interruption, ensuring the continuity of public services.

- **Program Bantuan Tanggap Darurat Kepada Warga Terdampak Musibah**
  Sebagai bagian dari komitmen perusahaan menjaga hubungan harmonis dengan masyarakat sekitar area operasional, kami telah melaksanakan program bantuan kepada warga yang terdampak musibah di sekitar area tol. Inisiatif ini merupakan contoh penerapan Driving Sustainable Innovation dalam bentuk inovasi sosial. Kami mengembangkan pendekatan komunikasi yang responsif, empatik, dan proaktif sehingga dapat menjaga kepercayaan publik serta meminimalkan potensi eskalasi isu sosial. Kami membangun hubungan sosial yang lebih adaptif. Dari perspektif Building Resilience, program ini memperkuat ketahanan sosial perusahaan. Dengan membina hubungan positif dengan masyarakat, perusahaan memiliki fondasi dukungan yang kuat ketika menghadapi insiden atau tantangan di kemudian hari. Hal ini turut mengurangi risiko sosial yang dapat berpengaruh terhadap kelancaran operasional.

- **Emergency Response Assistance Program for Communities Affected by Disasters**
  As part of the Company's commitment to maintaining harmonious relations with communities around the operational areas, we have implemented an assistance program for residents affected by disasters near toll road areas. This initiative is an example of the application of Driving Sustainable Innovation in the form of social innovation. We developed a responsive, empathetic, and proactive communication approach to maintain public trust and minimize potential social escalation. We also build more adaptive social relationships. From the Building Resilience perspective, this program strengthens the Company's social resilience. By fostering positive relationships with the community, the Company has a strong support foundation when facing future incidents or challenges, thereby reducing social risks that may affect operational continuity.

- **Program Beautifikasi**
  Program beautifikasi jalan tol dijalankan sebagai upaya meningkatkan kualitas lingkungan di koridor jalan tol melalui pengelolaan vegetasi dan area hijau. Kehadiran tanaman dan penataan lanskap berfungsi membantu menjaga kebersihan udara di sekitar area jalan tol serta mendukung penurunan konsentrasi polutan,

- **Beautification Program**
  The toll road beautification program was carried out to improve environmental quality along toll road corridors through vegetation and green area management. The presence of plants and landscape arrangement helps maintain air cleanliness around the toll road area and supports the reduction of pollutant concentrations,

termasuk emisi CO yang dihasilkan kendaraan. Selain itu, elemen vegetasi dapat berperan sebagai buffer zone yang membantu meredam tingkat kebisingan dari lalu lintas. Penataan ruang hijau juga memberi nilai estetika tambahan pada kawasan jalan tol, sehingga lingkungan terlihat lebih tertata dan nyaman bagi pengguna jalan maupun masyarakat sekitar. Melalui pendekatan ini, program beautifikasi berkontribusi pada penerapan sustainable innovation dalam pengelolaan infrastruktur, sekaligus mendukung resilience building dengan menciptakan koridor jalan tol yang lebih adaptif dan berfungsi baik dalam berbagai kondisi lingkungan.

## Inovasi Terkait Produk

- **Penggantian Penggunaan BBM solar dengan Compress Natural Gas (CNG)**
  Perseroan juga berinovasi dengan mengganti penggunaan BBM solar dengan Compress Natural Gas (CNG) sebagai bahan dasar pemanasan aspal pada Asphalt Mixing Plant (AMP). Inovasi ini bertujuan untuk mengurangi emisi karbon, menjadikan proses pemanasan lebih ramah lingkungan dan mengurangi dampak negatif terhadap lingkungan tanpa mengurangi kualitas hasil produksi. Perseroan telah berhasil menerapkan penggunaan Compress Natural Gas (CNG) secara penuh sebagai sumber pemanas pada Asphalt Mixing Plant (AMP). Penerapan ini menunjukkan hasil yang optimal, dengan stabilitas suhu pemanasan yang baik dan kinerja yang konsisten selama proses produksi maupun distribusi aspal ke proyek. Selain memberikan efisiensi energi, penggunaan CNG juga mengurangi emisi karbon dan dampak lingkungan, sejalan dengan komitmen Perseroan terhadap operasi yang lebih bersih dan berkelanjutan.

- **Penggunaan Aspal PG70**
  Perseroan menggunakan aspal PG 70 yang memiliki ketahanan tinggi terhadap beban lalu lintas dan tekanan kendaraan, stabilitas dalam berbagai kondisi cuaca, serta resistensi tinggi terhadap oksidasi akibat paparan sinar UV dan elemen lingkungan, sehingga memperpanjang usia layanan jalan. Pada tahun 2025, melalui fasilitas AMP PT JMTM, Perseroan telah membuka opsi penggunaan Aspal PG 70 pada proyek-proyek yang memerlukan spesifikasi aspal berkinerja tinggi. Hasil penerapan di beberapa proyek menunjukkan bahwa PG 70 memberikan kinerja baik dalam menghadapi beban lalu lintas dan variasi suhu, sehingga mendukung upaya Perseroan dalam meningkatkan mutu dan inovasi berkelanjutan di bidang infrastruktur jalan.

- **Pengembangan Ruang Terbuka Hijau (RTH)**
  Perseroan terus berupaya untuk mendukung pengembangan Ruang Terbuka Hijau (RTH) melalui penanaman berbagai jenis tanaman, seperti Trembesi,

including CO emissions from vehicles. In addition, vegetation elements act as a buffer zone that helps reduce traffic noise levels. Green space arrangement also adds aesthetic value to the toll road area, making the environment more organized and comfortable for road users and surrounding communities. Through this approach, the beautification program contributes to the implementation of sustainable innovation in infrastructure management, while also supporting resilience building by creating a more adaptive and well-functioning toll road corridor under various environmental conditions.

## Product Related Innovations

- **Substitution of Diesel Fuel (BBM Solar) with Compressed Natural Gas (CNG)**
  The Company also innovated by replacing diesel fuel (BBM solar) with Compressed Natural Gas (CNG) as the heating fuel for asphalt production at the Asphalt Mixing Plant (AMP). This innovation aims to reduce carbon emissions, make the heating process more environmentally friendly, and minimize negative environmental impacts without compromising production quality. The Company has successfully implemented the full use of CNG as a heating source at the AMP. The implementation has shown optimal results, with stable heating temperatures and consistent performance during both asphalt production and distribution processes. In addition to improving energy efficiency, the use of CNG also reduces carbon emissions and environmental impact, in line with the Company's commitment to cleaner and more sustainable operations.

- **Use of PG70 Asphalt**
  The Company uses PG70 asphalt, which has high resistance to traffic loads and vehicle pressure, stability under various weather conditions, and strong resistance to oxidation due to UV exposure and environmental elements, thereby extending road service life. In 2025, through the AMP facility of PT JMTM, the Company has introduced the option of using PG70 asphalt in projects requiring high-performance asphalt specifications. The implementation results in several projects show that PG70 performs well in handling traffic loads and temperature variations, supporting the Company's efforts to enhance quality and continuous innovation in road infrastructure.

- **Development of Green Open Space (RTH)**
  The Company continues to support the development of Green Open Space (RTH) through the planting of various tree species such as Trembesi, Mahogany, and Butterfly

Mahoni dan Pohon Bunga Kupu-Kupu untuk menyerap CO2, mengurangi kebisingan dan mengatasi kesilauan. Perseroan juga menjalin kerja sama dengan instansi pendidikan untuk merancang RTH berbasis carbon capture. Penelitian berjudul "Perencanaan Ruang Terbuka Hijau berbasis Carbon Capture di Koridor Jalan Tol (Studi Kasus Tol Jagorawi)" yang dilakukan oleh Dr. Ir. Anita Sitawati Wartaman, M.Si telah selesai dilaksanakan pada tahun 2025. Penelitian ini disusun berdasarkan inventarisasi data biofisik, meliputi kondisi topografi, jenis tanah, iklim, jumlah vegetasi eksisting, serta data Lalu Lintas Harian Rata-Rata (LHR) di wilayah studi. Hasil penelitian menunjukkan bahwa desain RTH dirumuskan dengan mengintegrasikan aspek ekologi, keselamatan, dan estetika melalui pemilihan tanaman berdaya serap karbon tinggi. Rancangan ini sekaligus mendukung indikator Environmental (E) Jasa Marga dalam mendorong upaya penghijauan berkelanjutan dan mitigasi perubahan iklim.

Flower trees to absorb $CO_2$, reduce noise, and mitigate glare. The Company also collaborates with educational institutions to design carbon capture-based green open spaces. The research entitled "Planning of Carbon Capture-Based Green Open Space in Toll Road Corridors (Case Study: Jagorawi Toll Road)" conducted by Dr. Ir. Anita Sitawati Wartaman, M.Si was completed in 2025. The study was developed based on the inventory of biophysical data, including topography, soil type, climate conditions, existing vegetation, and Average Daily Traffic (ADT) data in the study area. The results show that the RTH design integrates ecological, safety, and aesthetic aspects through the selection of high carbon-absorbing plant species. This design also supports Jasa Marga's Environmental (E) indicators in promoting sustainable greening efforts and climate change mitigation.

- **Implementasi dan Sertifikasi iRAP (International Road Assessment Programme)**

  Dalam upaya meningkatkan keselamatan jalan tol, Perseroan mengadopsi standar internasional melalui sertifikasi iRAP (International Road Assessment Programme). Dengan penggunaan kendaraan Hawkeye 2000 yang terakreditasi, Perseroan mampu melakukan survei, analisis dan pelaporan sesuai standar iRAP. Selain itu, Perseroan telah tersertifikasi dalam empat standar internasional, yaitu ISO 37001:2016 (Sistem Manajemen Anti Penyuapan), ISO 9001:2015 (Manajemen Mutu), ISO 14001:2015 (Manajemen Lingkungan), dan ISO 45001:2018 (Kesehatan dan Keselamatan Kerja). Pada tahun 2025, tim AMTD sedang melaksanakan proses sertifikasi iRAP. Hingga saat ini, kami telah menyelesaikan tahap Essential Training iRAP, dan seluruh peserta dari AMTD dinyatakan lulus pada tahap tersebut. Selanjutnya, proses akan berlanjut ke tahapan sertifikasi Survei, Coding, dan Vida Analysis.

- **Implementation and Certification of iRAP (International Road Assessment Programme)**

  In efforts to improve toll road safety, the Company has adopted international standards through the iRAP (International Road Assessment Programme) certification. By using the accredited Hawkeye 2000 vehicle, the Company is able to conduct surveys, analysis, and reporting in accordance with iRAP standards. In addition, the Company has been certified under four international standards, namely ISO 37001:2016 (Anti-Bribery Management System), ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), and ISO 45001:2018 (Occupational Health and Safety). In 2025, the AMTD team is in the process of obtaining iRAP certification. To date, the Essential Training stage of iRAP has been completed, and all AMTD participants have successfully passed this stage. The process will continue to the Survey, Coding, and Vida Analysis certification stages.

- **Implementasi Smart PJU (Penerangan Jalan Umum Cerdas)**

  Smart PJU dilengkapi dengan sensor dan perangkat lunak canggih untuk mengoptimalkan penggunaan energi, menyederhanakan operasi, meningkatkan akurasi, meminimalkan risiko serta mengurangi biaya, waktu dan sumber daya manusia dengan mengotomatisasi inspeksi lampu jalan secara rutin pengaturan lampu. Sistem ini mampu menyesuaikan intensitas cahaya berdasarkan kebutuhan lalu lintas, sehingga meningkatkan efisiensi energi. Smart PJU telah memenuhi Standar Pelayanan Minimal (SPM) dengan tingkat operasional lampu jalan mencapai 100% dan waktu tanggap perbaikan kurang dari 2x24 jam. Implementasi ini telah dilakukan di ruas tol Jagorawi, Cipularang dan Padaleunyi.

- **Implementation of Smart Public Street Lighting (Smart PJU)**

  Smart PJU is equipped with sensors and advanced software to optimize energy usage, simplify operations, improve accuracy, minimize risks, and reduce costs, time, and human resources by automating routine street lighting inspections and control. The system is capable of adjusting light intensity based on traffic needs, thereby improving energy efficiency. Smart PJU has met the Minimum Service Standards (SPM), with street lighting operational performance reaching 100% and a repair response time of less than 2x24 hours. This implementation has been applied on the Jagorawi, Cipularang, and Padaleunyi toll road sections.

- **Penggantian Penggunaan BBM solar dengan Compress Natural Gas (CNG)**
  Perseroan juga berinovasi dengan mengganti penggunaan BBM solar dengan Compress Natural Gas (CNG) sebagai bahan dasar pemanasan aspal pada Asphalt Mixing Plant (AMP). Inovasi ini bertujuan untuk mengurangi emisi karbon, menjadikan proses pemanasan lebih ramah lingkungan dan mengurangi dampak negatif terhadap lingkungan tanpa mengurangi kualitas hasil produksi.

- **Penggunaan Aspal Modifikasi Performance Grade**
  Perseroan menggunakan aspal modifikasi performance grade yang memiliki ketahanan tinggi terhadap beban lalu lintas dan tekanan kendaraan, stabilitas dalam berbagai kondisi cuaca, serta resistensi tinggi terhadap oksidasi akibat paparan sinar UV dan elemen lingkungan, sehingga memperpanjang usia layanan jalan.

- **Pengembangan Ruang Terbuka Hijau (RTH)**
  Perseroan terus berupaya untuk mendukung pengembangan Ruang Terbuka Hijau (RTH) melalui penanaman berbagai jenis tanaman, seperti Cemara Laut, Kamboja dan Bougenville untuk menyerap CO2, mengurangi kebisingan dan mengatasi kesilauan. Perseroan juga menjalin kerja sama dengan instansi pendidikan untuk merancang RTH berbasis *carbon capture*.

- **Implementasi dan Sertifikasi IRAP (International Road Assessment Programme)**
  Dalam upaya meningkatkan keselamatan jalan tol, Perseroan mengadopsi standar internasional melalui sertifikasi iRAP (*International Road Assessment Programme*). Dengan penggunaan kendaraan Hawkeye 2000 yang terakreditasi, Perseroan mampu melakukan survei, analisis dan pelaporan sesuai standar iRAP. Tim AMTD JMTM juga melaksanakan penambahan personil tersertifikasi, dimana seluruh peserta pada tahun 2025 dinyatakan lulus *Essential Training* iRAP dan akan dilanjutkan dengan sertifikasi *Road Survey Accreditation*.

- **Travoy GO**
  Travoy GO merupakan sistem transaksi tol nirsentuh berbasis RFID yang terkoneksi dengan smartphone pengguna jalan. Pengembangan Travoy GO ini bertujuan untuk mendukung kelancaran dan percepatan layanan transaksi jalan tol. Travoy GO telah hadir di 100 titik di area Jabotabek dan Bali. Sampai dengan Triwulan IV Tahun 2025, total stiker RFID yang sudah terdistribusi adalah sebanyak 43.807 stiker.

- **Substitution of Diesel Fuel (BBM Solar) with Compressed Natural Gas (CNG)**
  The Company has also innovated by replacing diesel fuel (BBM solar) with Compressed Natural Gas (CNG) as the primary heating fuel for asphalt production at the Asphalt Mixing Plant (AMP). This innovation aims to reduce carbon emissions, make the heating process more environmentally friendly, and minimize environmental impacts without compromising production quality.

- **Use of Performance Grade Modified Asphalt**
  The Company uses performance grade modified asphalt, which has high resistance to traffic loads and vehicle pressure, stability under various weather conditions, and strong resistance to oxidation due to UV exposure and environmental elements, thereby extending road service life.

- **Development of Green Open Space (RTH)**
  The Company continues to support the development of Green Open Space (RTH) through the planting of various tree species such as Sea Pine, Frangipani, and Bougainvillea to absorb $CO_2$, reduce noise, and mitigate glare. The Company also collaborates with educational institutions to design carbon capture-based green open spaces.

- **Implementation and Certification of iRAP (International Road Assessment Programme)**
  In efforts to improve toll road safety, the Company has adopted international standards through the iRAP (International Road Assessment Programme) certification. By using the accredited Hawkeye 2000 vehicle, the Company is able to conduct surveys, analysis, and reporting in accordance with iRAP standards. The AMTD JMTM team has also increased certified personnel, where all participants in 2025 successfully completed the Essential Training iRAP and will proceed to Road Survey Accreditation certification.

- **Travoy GO**
  Travoy GO is a contactless toll transaction system based on RFID technology that is connected to road users' smartphones. The development of Travoy GO aims to support smoother and faster toll transaction services. Travoy GO has been implemented at 100 locations in the Jabotabek and Bali areas. As of Q4 2025, a total of 43,807 RFID stickers have been distributed.

- **Travoy pay**
  Travoy pay merupakan produk digital yang dikembangkan oleh JMTO yang menawarkan berbagai fitur pembayaran seperti Point of Sales (POS), Payment Point Online Banking, serta solusi "Take n Go" yang memungkinkan pengguna jalan tol melakukan pembayaran secara lebih cepat dan efisien. Travoy pay memiliki Payment Gateway (PG) yang menyediakan, memproses, dan mengelola ekosistem pembayaran digital antara JMTO, Source of Fund, dan Merchant khususnya terkait dengan transaksi melalui pembayaran digital berbasis server. Adapun fitur-fitur utama yang disediakan pada pengembangan PG JMTO ini adalah fitur Fraud Detection System, Reconciliation, Settlement, dan Disbursement. Pengembangan PG JMTO telah diberikan persetujuan oleh Bank Indonesia pada 7 Desember 2022. Sampai dengan Triwulan IV Tahun 2025, PG JMTO dalam tahap komersil yang terintegrasi dengan Travoy pay pada Travoy apps, serta sedang dilakukan upaya penambahan Source of Fund (SoF) dengan bank dan e-wallet lain untuk semakin memperbanyak kanal dan metode pembayaran.

- **Travoy park**
  Travoy park merupakan pengembangan bisnis JMTO dalam bidang pengelolaan parkir yang memiliki keunggulan transaksi parkir nirsentuh berbasis RFID, sehingga pengguna kendaraan tidak perlu melakukan tapping kartu pada saat berada di Gate In dan Gate Out. Sampai dengan Triwulan IV Tahun 2025 telah dilakukan implementasi Travoy park di RS Brawijaya Duren Tiga, Universitas Katolik Parahyangan, Kantor Pusat Jasa

## Inovasi Terkait Teknologi Informasi

- **Travoy**
  Travoy merupakan platform layanan pelanggan digital terpadu yang menjadi kanal utama interaksi antara Perseroan dan pengguna jalan tol. Aplikasi ini menyediakan beragam fitur layanan perjalanan, seperti informasi lalu lintas real-time, lokasi Tempat Istirahat dan Pelayanan (TIP), serta kanal pengaduan dan bantuan darurat. Pengembangan Travoy diarahkan menjadi *ecosystem-based platform* yang terintegrasi dengan data operasional JMTC dan sistem transportasi cerdas lainnya, guna memberikan layanan yang lebih proaktif, personal, dan responsif terhadap kebutuhan pengguna.

- **Jasa Marga Integrated Digitalmap (JID)**
  JID merupakan *platform* peta digital berbasis web dan mobile yang menyediakan fitur monitoring lalu lintas secara real-time yang terintegrasi dengan peralatan sisinfokom di lapangan seperti CCTV, RTMS, VMS, Speed Camera, Traffic Counting, dan sebagainya. Saat ini aplikasi

- **Travoy Pay**
  Travoy Pay is a digital product developed by JMTO that offers various payment features such as Point of Sales (POS), Payment Point Online Banking, and a "Take n Go" solution that enables toll road users to make payments more quickly and efficiently. Travoy Pay is supported by a Payment Gateway (PG) that provides, processes, and manages the digital payment ecosystem between JMTO, Sources of Funds, and Merchants, particularly for server-based digital payment transactions. The main features of the JMTO PG development include Fraud Detection System, Reconciliation, Settlement, and Disbursement. The development of the JMTO PG has been approved by Bank Indonesia on 7 December 2022. As of Q4 2025, the JMTO PG is in the commercial stage integrated with Travoy Pay in the Travoy application, and efforts are being made to expand additional Sources of Funds (SoF) with other banks and e-wallet providers to increase payment channels and methods.

- **Travoy Park**
  Travoy Park is a JMTO business development in the parking management sector that offers contactless parking transactions based on RFID technology, allowing vehicle users to pass through Gate In and Gate Out without tapping a card. As of Q4 2025, Travoy Park has been implemented at RS Brawijaya Duren Tiga, Parahyangan Catholic University, and the Jasa Marga Head Office.

## Innovations Related to Information Technology

- **Travoy**
  Travoy is an integrated digital customer service platform that serves as the main channel of interaction between the Company and toll road users. This application provides various travel service features, such as real-time traffic information, Rest and Service Area (TIP) locations, as well as complaint and emergency assistance channels. The development of Travoy is directed toward becoming an ecosystem-based platform integrated with JMTC operational data and other intelligent transportation systems, in order to deliver services that are more proactive, personalized, and responsive to user needs.

- **Jasa Marga Integrated Digitalmap (JID)**
  JID is a web- and mobile-based digital mapping platform that provides real-time traffic monitoring features integrated with field information and communication systems (infocom) equipment such as CCTV, RTMS, VMS, Speed Cameras, Traffic Counting systems, and others.

JID masih terus dikembangkan agar dapat meningkatkan kinerja operasional perusahaan menjadi semakin efektif dan efisien sehingga dapat meningkatkan kepuasan pelanggan jalan tol.

- **Jasa Marga Integrated Maintenance Management System (JIMMS)**
  JIMMS merupakan *platform* database digital berbasis web yang memuat seluruh data dan informasi terkait Layanan Preservasi mulai dari inventarisasi aset, inspeksi, hingga penanganan secara terintegrasi untuk tercapainya penyampaian informasi laporan layanan preservasi yang efektif dan berguna dalam kebutuhan evaluasi perusahaan. Saat ini aplikasi JIMMS masih terus dikembangkan guna meningkatkan layanan preservasi di perusahaan sehingga meningkatkan kepuasan pelanggan jalan tol.

- **Riset Sistem Pendeteksi Lubang pada Jalan Tol**
  Merupakan sistem berbasis Artificial Intelligence (AI) yang dapat mendeteksi dan mengklasifikasikan jenis kerusakan jalan seperti lubang yang nantinya diharapkan dapat membantu proses inspeksi kerusakan di jalan tol. Dengan adanya riset ini dapat memudahkan inspektor dalam menemukan kerusakan permukaan jalan pada jalan tol. Semakin cepat inspektor menemukan kerusakan pada jalan, maka penanganan kerusakan jalan diharapkan menjadi semakin cepat sehingga pemenuhan Standar Pelayanan Minimal dapat dipenuhi dengan efektif dan efisien.

- **Riset Sistem Pendeteksi Slot Parkir**
  Merupakan sistem berbasis Artificial Intelligence (AI) yang dapat mengidentifikasi slot atau area parkir yang tersedia yang nantinya akan menjadi solusi kepadatan slot parkir di rest area. Dengan adanya riset ini diharapkan kepadatan di rest area dapat lebih terurai dan pengguna jalan tol dapat lebih mudah dalam mengetahui jumlah slot parkir yang tersedia di setiap rest area.

- **Implementasi dan Sertifikasi ISO 27001 (Sistem Manajemen Keamanan Informasi)**
  Jasa Marga terus berkomitmen untuk mendukung tujuan keberlanjutan dengan mengintegrasikan praktik tata kelola teknologi informasi yang baik melalui implementasi dan sertifikasi ISO 27001 (Sistem Manajemen Keamanan Informasi sebagai standar internasional untuk sistem manajemen keamanan informasi. Hal ini memastikan perlindungan data yang komprehensif, mitigasi risiko siber, serta transparansi dalam pengelolaan informasi dalam Perusahaan. Jasa Marga telah berhasil mendapatkan sertifikasi ISO 27001:2013 oleh Badan Sertifikasi pada tahun 2021 serta surveillance ISO 27001:2022 Lingkup Operasional dan Pengembangan JM Click serta Keamanan Fisik Data Center pada tahun 2025.

Currently, the JID application continues to be developed to improve the Company's operational performance in a more effective and efficient manner, thereby enhancing toll road user satisfaction.

- **Jasa Marga Integrated Maintenance Management System (JIMMS)**
  JIMMS is a web-based digital database platform that contains all data and information related to preservation services, ranging from asset inventory, inspection, to maintenance handling in an integrated manner, to ensure effective delivery of preservation service reports that are useful for company evaluation purposes. Currently, the JIMMS application continues to be developed to improve preservation services within the Company, thereby increasing toll road user satisfaction.

- **Road Surface Pothole Detection System Research**
  This is an Artificial Intelligence (AI)-based system capable of detecting and classifying types of road damage such as potholes, which is expected to support the road damage inspection process on toll roads. This research is intended to assist inspectors in identifying road surface damage more efficiently. The faster inspectors detect road damage, the faster the repair process can be carried out, thereby ensuring that Minimum Service Standards can be met effectively and efficiently.

- **Parking Slot Detection System Research**
  This is an Artificial Intelligence (AI)-based system capable of identifying available parking slots or areas, which is expected to provide a solution to parking congestion in rest areas. This research aims to help reduce congestion in rest areas and make it easier for toll road users to identify the number of available parking spaces at each rest area.

- **Implementation and Certification of ISO 27001 (Information Security Management System)**
  Jasa Marga remains committed to supporting sustainability objectives by integrating good information technology governance practices through the implementation and certification of ISO 27001 (Information Security Management System) as an international standard for information security management systems. This ensures comprehensive data protection, cyber risk mitigation, and transparency in information management within the Company. Jasa Marga obtained ISO 27001:2013 certification from a certification body in 2021 and conducted ISO 27001:2022 surveillance covering JM Click operational and development scope as well as physical security of the Data Center in 2025.

- **Implementasi Undang-Undang Pelindungan Data Pribadi (UU PDP)**
  Sebagai bentuk kepatuhan terhadap Undang-Undang sebagaimana UU nomor 27 tahun 2022 tentang Pelindungan Data Pribadi, Jasa Marga telah melakukan impelementasi serangkaian kebijakan dan prosedur untuk memastikan pengelolaan data pribadi yang aman, transparan, dan sesuai dengan regulasi. Melalui inisiatif ini, perusahaan tidak hanya memitigasi risiko pelanggaran privasi, tetapi juga memperkuat kepercayaan pemangku kepentingan, sejalan dengan prinsip Governance dalam ESG untuk operasional yang beretika dan berkelanjutan.

- ***Enhancement* Aplikasi E-*Procurement***
  Perseroan telah melakukan *enhancement*/pengembangan pada aplikasi E-Procurement. *Enhancement* dilakukan pada 3 (tiga) modul aplikasi yaitu Modul Daftar Rekanan Jasa Marga (DRJM), Modul Rencana Umum Pengadaan (RUP), dan Modul E-Tender.

- **Dashboard ESG**
  Perseroan telah mengembangkan dashboard ESG yang menampilkan capaian kinerja Perseroan pada aspek Ekonomi, Lingkungan Hidup, Sosial, dan Tata Kelola selama 3 tahun ke belakang. Dashboard ini dapat membantu Manajemen dalam memantau dan mengambil keputusan terkait strategi keberlanjutan Perseroan.

- ***Enhancement* Website Perseroan (Menu Keberlanjutan)**

  Perseroan telah melakukan *enhancement*/pengembangan menu keberlanjutan pada *website* Perseroan. Pada menu tersebut ditampilkan kinerja dan komitmen Perseroan pada aspek ESG. Tujuan ditampilkannya menu keberlanjutan selain untuk memenuhi kewajiban pelaporan juga untuk menunjukkan transparansi, tanggung jawab, dan komitmen jangka panjang perusahaan terhadap aspek ESG.

## Inovasi Terkait *Human Capital*

- Digitalisasi Konfirmasi Data Karyawan
  Digitalisasi konfirmasi data karyawan yang merupakah ikhtiar Perseroan dalam menjaga kualitas dan keamanan data Karyawan. Digitalisasi konfirmasi data karyawan menjadi salah satu fitur baru pada aplikasi JM-Click yang mendigitalisasi proses konfirmasi data yang sebelumnya bergantung pada formulir kertas dan/atau digital pihak ketiga yang dikelolas terpusat serta berbasis self-service.

- **Implementation of the Personal Data Protection Law (UU PDP)**
  As a form of compliance with Law No. 27 of 2022 concerning Personal Data Protection, Jasa Marga has implemented a series of policies and procedures to ensure the secure, transparent, and regulatory-compliant management of personal data. Through this initiative, the Company not only mitigates the risk of privacy breaches but also strengthens stakeholder trust, in line with the Governance principle in ESG for ethical and sustainable operations.

- **Enhancement of the E-Procurement Application**
  The Company has carried out enhancements to the E-Procurement application. The enhancements were implemented across three application modules, namely the Jasa Marga Partner Registration Module (DRJM), the General Procurement Plan (RUP) Module, and the E-Tender Module.

- **ESG Dashboard**
  The Company has developed an ESG dashboard that presents the Company's performance achievements in Economic, Environmental, Social, and Governance aspects over the past three years. This dashboard supports Management in monitoring and making decisions related to the Company's sustainability strategy.

- **Enhancement of the Company Website (Sustainability Menu)**
  The Company has enhanced the sustainability menu on its corporate website. This menu presents the Company's ESG performance and commitments. The purpose of this sustainability menu is not only to fulfill reporting obligations but also to demonstrate transparency, accountability, and the Company's long-term commitment to ESG aspects.

## Innovations Related to Human Capital

- Employee Data Confirmation Digitalization
  The digitalization of employee data confirmation is the Company's initiative to maintain the quality and security of employee data. The employee data confirmation digitalization feature is one of the new functions in the JM-Click application, which digitizes the confirmation process that was previously reliant on paper-based forms and/or third-party digital forms managed centrally, and is now self-service based.

- Inovasi ini menghadirkan beberapa manfaat utama:
  a) Akurasi dan Integritas Data yang lebih tinggi karena data divalidasi langsung oleh Karyawan, menciptakan *single source of truth*;
  b) Efisiensi Operasional drastis yang dapat menghemat waktu karena proses administratif berulang;
  c) Pengalaman Karyawan (*Employee Experience*) yang lebih baik melalui kemudahan akses dan kontrol *real-time* atas data pribadi;
  d) Kepatuhan dan Keamanan yang lebih kuat berkat audit trail digital, data masking dan kemampuan pelacakan yang lengkap untuk memenuhi regulasi.

- ***Travel Management System***
  Perseroan telah mengimplementasikan inovasi pada pengelolaan perjalanan dinas dengan mengubah sistem dari manual menjadi berbasis digital. Transformasi ini memberikan beberapa manfaat utama:
  a) Efisiensi Waktu: Proses pengajuan, persetujuan, hingga pelaporan perjalanan dinas kini dilakukan secara cepat melalui *platform* sistematis yaitu JM Click.
  b) Transparansi Biaya: Dengan sistem digital, seluruh biaya perjalanan dapat dilacak dan dioptimalkan, mengurangi potensi inefisiensi atau pemborosan.
  c) Ramah Lingkungan: Dengan meminimalkan penggunaan dokumen fisik, inovasi ini mendukung pengurangan limbah kertas, selaras dengan prinsip keberlanjutan.

- **Presensi Berbasis *Face Detection***
  Inovasi lain yang dilakukan adalah pengembangan sistem presensi yang sebelumnya sudah berbasis digital, namun kini ditingkatkan dengan teknologi *Face Detection*. Pengembangan ini memberikan keunggulan berupa akurasi dan keamanan yang lebih tinggi, yang mana teknologi *Face Detection* memastikan data kehadiran lebih akurat dan sulit untuk dimanipulasi dibandingkan metode digital sebelumnya.

- ***Dashboard Human Capital***
  Perseroan juga telah mengembangkan *Dashboard Human Capital*, sebuah inovasi yang memungkinkan pengelolaan data karyawan secara lebih terintegrasi dan transparan. *Dashboard* ini berfungsi sebagai alat analitik yang mendukung pengambilan keputusan strategis dalam pengelolaan sumber daya manusia.
  a) Integrasi Data: Semua informasi terkait karyawan, seperti data presensi, evaluasi kinerja, pelatihan, dan pengembangan karier, dapat diakses dalam satu *platform* yaitu JM-Click versi web yang mudah digunakan.

- This innovation provides several key benefits:
  a) Higher data accuracy and integrity, as data is validated directly by employees, creating a single source of truth;
  b) Significant operational efficiency by saving time through the reduction of repetitive administrative processes;
  c) Improved Employee Experience through easier access and real-time control of personal data;
  d) Stronger compliance and security supported by digital audit trails, data masking, and comprehensive traceability to meet regulatory requirements.

- **Travel Management System**
  The Company has implemented innovation in business travel management by transforming the system from manual to digital-based. This transformation provides several key benefits:
  a) Time efficiency: The process of submission, approval, and reporting of business travel is now carried out quickly through a systematic platform, namely JM Click.
  b) Cost transparency: With a digital system, all travel expenses can be tracked and optimized, reducing potential inefficiencies or waste.
  c) Environmental friendliness: By minimizing the use of physical documents, this innovation supports paper waste reduction, in line with sustainability principles.

- **Face Detection-Based Attendance System**
  Another innovation implemented is the development of an attendance system that was previously digital-based and has now been enhanced with Face Detection technology. This development provides higher accuracy and security, as Face Detection ensures attendance data is more accurate and less susceptible to manipulation compared to previous digital methods.

- **Human Capital Dashboard**
  The Company has also developed a Human Capital Dashboard, an innovation that enables more integrated and transparent employee data management. This dashboard functions as an analytical tool supporting strategic decision-making in human resource management.
  a) Data integration: All employee-related information, such as attendance data, performance evaluations, training, and career development, can be accessed in a single platform, namely the JM-Click web version, which is user-friendly.

b) Pemantauan *Real-Time*: Manajemen dapat memantau berbagai metrik karyawan secara *real-time*, mempermudah identifikasi tren dan pengambilan keputusan.
c) Efisiensi Proses HR: Dengan otomatisasi beberapa proses manual, seperti pelaporan dan analisis data karyawan, *dashboard* ini membantu manajemen fokus pada tugas strategis lainnya.
d) Dukungan Keberlanjutan: Digitalisasi pengelolaan data karyawan ini mengurangi penggunaan dokumen atau laporan fisik karena laporan kini bisa diakses kapanpun melalui *gadget*.

Inovasi-inovasi yang dilakukan menunjukkan komitmen Perseroan terhadap efisiensi, keberlanjutan dan peningkatan pelayanan jalan tol. Dengan pencapaian berbagai standar internasional, Perseroan terus memperkuat perannya dalam menjaga keselamatan, kenyamanan dan keberlanjutan lingkungan, sejalan dengan misi pembangunan berkelanjutan.

## Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan

**[OJK F.27, GRI 416-1, 416-2]**

Perseroan memahami bahwa keberadaan lubang pada jalan tol dapat meningkatkan risiko kecelakaan bagi para pengguna. Selain itu, Perseroan juga menyadari bahwa kualitas permukaan jalan yang terjaga dengan baik akan mendukung efisiensi waktu tempuh, sehingga memudahkan mobilitas dari satu lokasi ke lokasi lainnya. Oleh karena itu, Perseroan berkomitmen menghadirkan jalan tol yang andal, aman, dan nyaman melalui penerapan program Zero Pothole guna memastikan tidak adanya lubang pada permukaan jalan. Seluruh praktik pengelolaan jalan tol yang dilakukan mengacu pada Peraturan Menteri No. 16 Tahun 2014 tentang Standar Pelayanan Minimal (SPM) Jalan Tol. Seluruh (100%) produk/jasa sudah dievaluasi keamanannya sesuai dengan SPM.

PT Jasamarga Tollroad Maintenance (PT JMTM) merupakan entitas anak PT Jasa Marga (Persero) Tbk yang bergerak di bidang pemeliharaan jalan tol. Untuk mewujudkan jalan tol yang bebas dari lubang, PT JMTM membentuk Tim Penanganan Lubang di masing-masing ruas jalan tol yang dikelola PT JMTM. Sesuai dengan Standar Pelayanan Minimal (SPM) Jalan Tol mengatur bahwa kondisi jalan tol harus bebas dari lubang, dengan toleransi pemenuhan temuan lubang (jika terjadi pembentukan lubang di atas permukaan jalan tol) adalah 2x24 jam.

b) Real-time monitoring: Management can monitor various employee metrics in real time, facilitating trend identification and decision-making.
c) HR process efficiency: By automating several manual processes, such as employee reporting and data analysis, this dashboard helps management focus on other strategic tasks.
d) Sustainability support: The digitalization of employee data management reduces the use of physical documents or reports, as reports can now be accessed anytime via digital devices.

These innovations demonstrate the Company's commitment to efficiency, sustainability, and the enhancement of toll road services. Through the achievement of various international standards, the Company continues to strengthen its role in ensuring safety, comfort, and environmental sustainability, in line with the sustainable development agenda.

## Products/Services that Have Been Safety-Evaluated for Customers

**[OJK F.27, GRI 416-1, 416-2]**

The Company understands that the presence of potholes on toll roads may increase the risk of accidents for road users. In addition, the Company recognizes that well-maintained road surface quality supports travel time efficiency, thereby facilitating mobility between locations. Therefore, the Company is committed to providing reliable, safe, and comfortable toll roads through the implementation of a Zero Pothole program to ensure the absence of potholes on road surfaces. All toll road management practices are carried out in accordance with Ministerial Regulation No. 16 of 2014 concerning Toll Road Minimum Service Standards (SPM). All (100%) products/services have been evaluated for safety in accordance with SPM.

PT Jasamarga Tollroad Maintenance (PT JMTM) is a subsidiary of PT Jasa Marga (Persero) Tbk engaged in toll road maintenance. In order to realize pothole-free toll roads, PT JMTM has established Pothole Handling Teams in each toll road section managed by the company. In accordance with the Toll Road Minimum Service Standards (SPM), toll road conditions must be free of potholes, with a maximum tolerance for pothole repair of 2x24 hours from the time the defect is identified.

Sepanjang tahun 2025, Tim Patching telah melakukan penanganan jalan tol yang berlubang sebanyak 1.091.143,51 meter dengan biaya penanganan sebesar Rp1.339.499,63.

Throughout 2025, the Patching Team carried out maintenance of potholes on toll roads covering a total area of 1,091,143.51 meters, with a total maintenance cost of Rp1,339,499.63.

## Tabel Penanganan Ruas Jalan Tol Berlubang
Table of Potholed Toll Road Section Handling

| Cabang/Ruas<br>Branch/Section | 2025 (meter) | 2024 (meter) | 2023 (meter) | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2024-2025 |
|---|---|---|---|---|
| Jagorawi | 151.530,77 | 20.339,65 | 27.867,00 | 645,0% |
| Jakarta-Cikampek | 177.701,01 | 68.429,00 | 122.603,00 | 159,7% |
| Cawang-Tomang-Cengkareng, Sedyatmo & Jakarta-Tangerang | 92.434,65 | 50.817,35 | 17.553,00 | 81,9% |
| Purbaleunyi | 447.996,67 | 51.415,03 | 33.164,00 | 771,3% |
| Palimanan-Kanci | 15.560,55 | 9.861,25 | 16.169,00 | 57,8% |
| Semarang Seksi A,B,C | 65.174,91 | 22.379,00 | 12.379,00 | 191,2% |
| Surabaya-Gempol | 3.698,48 | 2.448,87 | 2.527,41 | 51,0% |
| Belawan-Medan-Tanjung Morawa | 27.717,92 | 16.548,30 | 40.674,00 | 67,5% |
| JORR & Ulujami-Pondok Ranji | 109.328,55 | 24.722,53 | 13.333,00 | 342,2% |
| **Jumlah**<br>**Total** | 1.091.143,51 | **266.960,98** | **290.858,00** | **308,7%** |

## Tabel Biaya Penanganan Ruas Jalan Tol Berlubang
Table of Handling Costs for Potholed Toll Road Sections

| Cabang/Ruas<br>Branch/Section | 2025 (dalam jutaan rupiah)<br>(in IDR millions) | 2024 (dalam jutaan rupiah)<br>(in IDR millions) | 2023 (dalam jutaan rupiah)<br>(in IDR millions) | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2024-2025 |
|---|---|---|---|---|
| Jagorawi | 148.479,43 | 67.556,76 | 85.319,01 | 119,8% |
| Jakarta-Cikampek | 207.822,15 | 278.296,46 | 363.740,88 | -25,3% |
| Cawang-Tomang-Cengkareng, Sedyatmo & Jakarta-Tangerang | 104,172,69 | 202.448,94 | 136.171,53 | -48,5% |
| Purbaleunyi | 464.476,25 | 177.404,42 | 172.753,73 | 161,8% |
| Palimanan-Kanci | 64.620,62 | 41.941,39 | 52.971,11 | 54,1% |
| Semarang Seksi A,B,C | 32.624,46 | 28.801,81 | 26.885,07 | 13,3% |
| Surabaya-Gempol | 71.483,51 | 2.701,20 | 2.637,84 | 2.546,4% |

| Cabang/Ruas<br>Branch/Section | 2025 (dalam jutaan rupiah)<br>(in IDR millions) | 2024 (dalam jutaan rupiah)<br>(in IDR millions) | 2023 (dalam jutaan rupiah)<br>(in IDR millions) | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2024-2025 |
|---|---|---|---|---|
| Belawan-Medan-Tanjung Morawa | **28.875,93** | 39.673,26 | 56.048,63 | -27,2% |
| JORR & Ulujami-Pondok Ranji | **216.944,59** | 133.119,360 | 104.952,70 | 63,0% |
| **Jumlah**<br>**Total** | **1.339.499,63** | **971.943,60** | **1.001.480,50** | **37.8%** |

Perseroan memahami bahwa kondisi konstruksi jalan tol yang berlubang dapat menimbulkan dampak negatif serta membahayakan pengendara maupun pengguna jalan. Selain itu, kapasitas jalan tol dan tingkat pencahayaan pada malam hari juga merupakan faktor penting yang berpengaruh terhadap kenyamanan dan keselamatan pengguna. Sebagai langkah mitigasi atas potensi risiko tersebut, Perseroan melakukan peningkatan kualitas konstruksi jalan tol serta optimalisasi kapasitas dan penerangan jalan. Upaya ini diharapkan mampu meminimalkan dampak negatif sekaligus memberikan manfaat positif, terutama dalam mendukung efisiensi waktu tempuh dan kelancaran mobilitas para pengguna jalan tol.

Dalam peningkatan kualitas konstruksi jalan tol, Perseroan senantiasa berupaya untuk memberikan layanan terbaik kepada konsumen, termasuk di dalamnya untuk menciptakan kenyamanan, keamanan dan kelancaran di jalan tol. Upaya ini diwujudkan Perseroan dengan menjaga kualitas jalan tol yang dikelola dengan melakukan berbagai program sebagai berikut:

1. *Scrapping Filling Overlay* (SFO) dan Rekonstruksi Perkerasan
   Perseroan terus berupaya memberikan kenyamanan, keamanan, dan kelancaran bagi pengguna jalan tol melalui program *Scrapping Filling Overlay* (SFO) dan Rekonstruksi Perkerasan untuk menjaga kualitas jalan tol yang tersebar di seluruh ruas. Pada tahun 2025, Perseroan telah merealisasikan dana untuk kegiatan tersebut ruas Jasa Marga Induk mencapai Rp640.650.783.909,80 untuk kegiatan *Scrapping Filling Overlay* (SFO) dan dana untuk kegiatan rekonstruksi perkerasan sebesar Rp 698,848,848,737.70
2. Peningkatan Estetika dan Beautifikasi Jalan Tol
   Peningkatan estetika dan beautifikasi juga berperan penting dalam meningkatkan kenyamanan berkendara di jalan tol. Beberapa bentuk kegiatan yang dapat dilakukan untuk meningkatkan estetika pada ruas jalan tol meliputi pengecatan dan penggantian *guardrail railing* serta *concrete barrier* di median pembatas jalan tol, penghijauan serta penataan tanaman dan pohon di area gerbang tol, ruang manfaat jalan tol (rumajatol), dan area tempat istirahat. Selama tahun 2025, Jasa Marga telah mengeluarkan dana untuk kegiatan tersebut mencapai Rp 25,753,505,923.50

The Company recognizes that pothole conditions on toll road pavement may cause negative impacts and pose risks to drivers and road users. In addition, toll road capacity and lighting conditions at night are also important factors affecting user comfort and safety. As a mitigation measure against these potential risks, the Company undertakes improvements in toll road construction quality as well as optimization of road capacity and lighting. These efforts are expected to minimize negative impacts while providing positive benefits, particularly in supporting travel time efficiency and the smooth mobility of toll road users.

In improving toll road construction quality, the Company continuously strives to deliver the best services to customers, including ensuring comfort, safety, and smooth traffic flow on toll roads. These efforts are implemented through several programs as follows:

1. Scrapping, Filling, Overlay (SFO) and Pavement Reconstruction
   The Company continuously strives to provide comfort, safety, and smooth traffic flow for toll road users through the Scrapping, Filling, Overlay (SFO) and Pavement Reconstruction programs to maintain the quality of toll roads across all sections. In 2025, the Company allocated funds for these activities under Jasa Marga Induk amounting to Rp640,650,783,909.80 for SFO activities and Rp698,848,848,737.70 for pavement reconstruction activities.

2. Improvement of Toll Road Aesthetics and Beautification
   Enhancement of aesthetics and beautification also plays an important role in improving driving comfort on toll roads. Several activities to improve aesthetics along toll road sections include painting and replacing guardrails and concrete barriers in the median divider, greening activities, as well as arranging plants and trees in toll gate areas, toll road right-of-way areas, and rest areas. During 2025, Jasa Marga incurred costs of Rp25,753,505,923.50 for these activities.

3. Penerangan Jalan Tol
   Hingga akhir tahun 2025, Perseroan telah melakukan preservasi 15.950 titik lampu penerangan jalan tol berupa pemasangan lampu PJU baru sebanyak 373 titik dan penggantian lampu PJU sebanyak 1.277 titik. Jasa Marga telah mengeluarkan biaya untuk penerangan jalan tol sebesar Rp6.944.536.421 dan Biaya Pemasangan dan Pergantian Lampu sebesar Rp43.577.162.945.

Selain meningkatkan kualitas konstruksi jalan tol, Perseroan juga senantiasa meningkatkan kapasitas baik pada jalan maupun gerbang tol. Peningkatan pelayanan tersebut difokuskan pada modernisasi sistem pengoperasian dan peningkatan kapasitas gerbang tol. Modernisasi dilakukan secara bertahap dengan menerapkan Elektronifikasi (100% non tunai) pada seluruh gerbang tol Jasa Marga. Pada tahun 2025 investasi yang dikeluarkan untuk peningkatan kapasitas jalan dan gerbang tol mencapai Rp 250,265,756,036.10.

Kendaraan dengan muatan berlebih menjadi salah satu faktor utama penyebab kerusakan jalan, meningkatnya risiko kecelakaan, serta gangguan kelancaran lalu lintas akibat kendaraan yang melaju di bawah batas kecepatan minimum (under speed). Untuk mengatasi hal tersebut, Perseroan secara rutin melaksanakan operasi terpadu guna menertibkan kendaraan overload dengan berkolaborasi bersama Dinas Perhubungan dan Kepolisian. Kegiatan ini tidak hanya bertujuan menekan potensi kerusakan infrastruktur dan risiko kecelakaan, tetapi juga mendorong terciptanya budaya tertib berlalu lintas, sehingga kondisi jalan tol tetap lancar, aman, dan nyaman bagi seluruh pengguna.

3. Toll Road Lighting
   By the end of 2025, the Company had carried out the preservation of 15,950 toll road lighting points, consisting of the installation of 373 new street lighting units (PJU) and the replacement of 1,277 PJU units. Jasa Marga incurred costs for toll road lighting amounting to Rp6,944,536,421 and installation and replacement costs amounting to Rp43,577,162,945.

In addition to improving toll road construction quality, the Company continuously enhances the capacity of both roadways and toll gates. These service improvements focus on the modernization of operational systems and the enhancement of toll gate capacity. The modernization is implemented gradually by applying full electronic toll collection (100% cashless) across all Jasa Marga toll gates. In 2025, the investment allocated for road and toll gate capacity enhancement reached Rp250,265,756,036.10.

Overloaded vehicles are one of the main causes of road damage, increased accident risks, and traffic disruption due to vehicles traveling below the minimum speed limit (under speed). To address this issue, the Company routinely conducts integrated enforcement operations to control overloaded vehicles in collaboration with the Transportation Agency and the Police. These activities aim not only to reduce infrastructure damage and accident risks, but also to promote disciplined driving behavior, thereby ensuring smooth, safe, and comfortable toll road conditions for all users.



## Kendaraan Muatan Berlebih
## Overloaded Vehicles

| Cabang/Ruas<br>Branch/Section | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Surabaya-Gempol | - | 24 | 37 | -100% |
| Jakarta-Tangerang-Cengkareng | 203 | 258 | 270 | -21% |
| Jagorawi | 90 | 160 | 136 | -44% |
| Palimanan-Kanci | 19 | 17 | 15 | 12% |
| Jakarta-Cikampek | 66 | - | 104 | 100% |
| Purbaleunyi | 272 | 220 | 177 | 24% |
| JORR Non S | 39 | 373 | 226 | -90% |
| Semarang ABC | 264 | 14 | 68 | 1786% |
| Balmera | 130 | 52 | 28 | 150% |
| Batang-Semarang | 135 | 28 | 26 | 382% |
| Solo-Ngawi | 65 | 17 | 52 | 282% |
| Ngawi-Kertosono | 5 | 40 | 7 | -88% |

| Cabang/Ruas<br>Branch/Section | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Surabaya-Mojokerto | - | - | 8 | 0% |
| JORR 2 | 144 | 76 | 107 | 89% |
| Semarang-Solo | - | 18 | - | -100% |
| Gempol-Pasuruan | - | 31 | - | -100% |
| Pandaan-Malang | 16 | 12 | - | 33% |
| Balikpapan-Samarinda | - | - | 1 | 0% |
| Kualanamu-Tebing Tinggi | 52 | 133 | - | -61% |
| **Jumlah Kendaraan**<br>**Number of Vehicles** | **1.500** | **1.473** | **575** | **2%** |

Berbagai program peningkatan kualitas konstruksi jalan tol telah diimplementasikan Jasa Marga untuk memberikan produk dan layanan yang terbaik bagi pengguna jalan tol. Program yang telah diimplementasikan juga dapat meningkatkan layanan dan keselamatan pengguna jalan. Jasa Marga juga mengoperasikan truck sweeper dan armada bridge inspection untuk melakukan inspeksi secara periodik pada aset-aset jembatan tinggi. Meskipun demikian, masih terjadi kecelakaan di jalan tol yang disebabkan oleh berbagai faktor lain. Sesuai dengan data yang dimiliki Perseroan tentang kecelakaan di jalan tol menunjukkan faktor jalan sangat kecil perannya sebagai penyebab terjadinya kecelakaan. Faktor-faktor yang menjadi penyebab terjadinya kecelakan antara lain: pengemudi, kendaraan, lingkungan, jalan dan lainnya. Pada tahun 2025, telah terjadi kecelakaan sebanyak 1.017 kecelakaan dengan korban 1.926 orang.

Di sisi lain, Perseroan juga senantiasa berupaya untuk meningkatkan keselamatan jalan tol. Adapun upaya Perseroan sebagai berikut.

Various toll road construction quality improvement programs have been implemented by Jasa Marga to provide the best products and services for toll road users. These programs have also contributed to improving user service quality and road safety. Jasa Marga also operates truck sweepers and bridge inspection vehicles to conduct periodic inspections of high-rise bridge assets. However, traffic accidents on toll roads still occur due to various other factors. Based on the Company's data on toll road accidents, road-related factors play a very small role as a cause of accidents. The factors contributing to accidents include drivers, vehicles, environment, road conditions, and others. In 2025, a total of 1,017 accidents occurred, resulting in 1,926 victims.

On the other hand, the Company continues to make efforts to improve toll road safety. The Company's initiatives are as follows.

# Upaya Peningkatan Keselamatan Jalan Tol
# Toll Road Safety Improvement Initiatives

**01**

**Penerapan Teknologi**

- Pengawasan kendaraan lebih beban dengan *Weigh in Motion* terintegrasi dengan ETLE (6 Lokasi) dan Jembatan Timbang statis dan *moveable truck scale*
- Penerapan Motorway Incident Detection and *Automatic Signaling* (MIDAS) untuk deteksi dini kecelakaan di jalan tol
- Pengawasan kendaraan overspeed dengan *speed camera* (26 unit) dan penerapan *Incedent Management System* IMS (20 Unit) untuk deteksi dini hambatan lalu lintas dan percepatan penanganan

**Technology Implementation**

- Vehicle overload monitoring using Weigh in Motion integrated with ETLE (6 locations), as well as static weighbridge and mobile truck scale
- Implementation of Motorway Incident Detection and Automatic Signaling (MIDAS) for early detection of accidents on toll roads
- Overspeed vehicle monitoring using speed cameras (26 units) and implementation of Incident Management System (IMS) (20 units) for early detection of traffic obstructions and faster response handling

**02**

**Pemasangan Saranan Keselamatan Jalan**

- Penyedia parkir untuk kendaraan angkutan barang di Tempat Istirahat dan pelayanan
- Jalur penyelamatan darurat
- *Safety barrier, Roller barrier* dan *crush cushion*
- Marka profil dan singing road
- Rambu elektronik dan *lane control signal*
- Pemasangan *rubber cone, water barrier*, perambuan batas kecepatan, dan *safety car* saat *contraflow*

**Road Safety Facilities Installation**

- Parking provision for freight vehicles at Rest and Service Areas
- Emergency escape lanes
- Safety barriers, roller barriers, and crash cushions
- Profile markings and road signing
- Electronic signage and lane control signals
- Installation of rubber cones, water barriers, speed limit signage, and safety cars during contraflow operations

**03**

**Audit Keselamatan Jalan**

- Melakukan audit keselamatan jalan Kerjasama dengan KNKT
- Assessment jalan dengan standar internasional iRAP (*international road assessment program*) di 5 ruas jalan tol (Jagorawi, Soedijatmo, Cipularang, Dalam Kota, JORR Pondok Aren - Ulujami)

**Road Safety Audit**

- Conducting road safety audits in collaboration with KNKT
- Road assessment using the international iRAP (International Road Assessment Programme) standard across 5 toll road sections (Jagorawi, Soedijatmo, Cipularang, Inner City, JORR Pondok Aren–Ulujami)

**04**

**Kampanye Keselamatan**

Sosialisasi dan kampanye keselamatan berkendara (melalui temu pelanggan, *safety driving*, *workshop*, maupun media seperti DMS, medos, spanduk, dsb)

**Safety Campaigns**

Dissemination and campaigns on safe driving (through customer meetings, safety driving programs, workshops, as well as media such as Dynamic Message Signs (DMS), social media, banners, etc.).

**05**

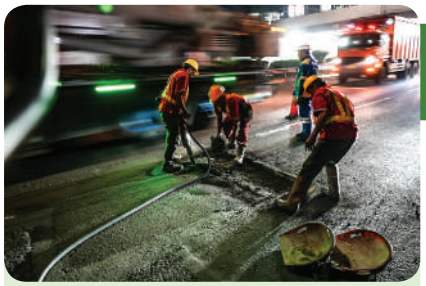
**Peningkatan Kompetensi Petugas**

Peningkatan kompetensi petugas layanan lalu lintas melalui *Roadster Rescue Competition* (kompetisi keterampilan kecepatan dan keselamatan dalam evakuasi kecelakaan) yang rutin diadakan setiap tahun dengan tema dan kesulitan yang berbeda

**Improvement of Personnel Competency**

Enhancement of traffic service personnel competencies through the Roadster Rescue Competition (a skills competition focusing on speed and safety in accident evacuation), which is held annually with different themes and levels of difficulty.

# Kesiapan Infrastruktur Jalan Tol Terhadap Angkutan Logistik
## Readiness of Toll Road Infrastructure for Logistics Transportation



Sesuai Permen PUPR Nomor 13 Tahun 2024 tentang Kelas Jalan

### Perkerasan Jalan Tol yang Aman Dilalui Kendaraan Non-Gol. I
Safe Toll Road Pavement for Non-Class I Vehicles

Perkerasan jalan tol dirancang untuk mendukung operasional kendaraan angkutan logistik dengan mempertimbangkan kapasitas beban dan dimensi kendaraan sesuai ketentuan teknis yang berlaku.

Infrastruktur perkerasan dibangun agar mampu memberikan tingkat layanan optimal selama kendaraan yang melintas memenuhi spesifikasi sebagai berikut:
- Lebar maksimal 2,25 meter
- Panjang maksimal 18 meter
- Tinggi maksimal 4,2 meter
- Muatan Sumbu Terberat (MST) 10 ton (naik dari sebelumnya 8 ton)

Toll road pavement is designed to support logistics transportation operations by considering vehicle load capacity and dimensions in accordance with applicable technical regulations.

The pavement infrastructure is constructed to provide optimal service levels provided that passing vehicles meet the following specifications:
- Maximum width of 2.25 meters
- Maximum length of 18 meters
- Maximum height of 4.2 meters
- Maximum axle load (MST) of 10 tons (increased from the previous 8 tons)

### Fasilitas Untuk Kend Non-Gol. I di Tempat Istirahat dan Pelayanan
Facilities for Non-Class I Vehicles at Rest and Service Areas

KM 88 A

KM 207 A

KM 725 A

Tempat Istirahat dan Pelayanan (TIP) Jalan Tol **memiliki ruang parkir khusus untuk kendaraan berat yang dilengkapi dengan fasilitas istirahat** untuk pengemudi guna mendukung ekosistem logistik jalan tol yang aman, efisien, dan berkelanjutan.

Selain ruang parkir khusus, Penyediaan fasilitas khusus angkutan barang antara lain: tempat istirahat pengemudi, toilet, tenant, parkir khusus muatan B3 di sebanyak **32 rest area JM Group**

Toll Road Rest and Service Areas (TIP) provide dedicated parking spaces for heavy vehicles, equipped with driver rest facilities to support a safe, efficient, and sustainable toll road logistics ecosystem. In addition to dedicated parking areas, special facilities for freight transportation are also provided, including driver rest areas, toilets, commercial tenants, and dedicated parking for hazardous and toxic materials (B3) vehicles across 32 JM Group rest areas.

Pada tahun 2025, Jasa Marga melakukan penyusunan Master Plan Keselamatan Jalan Tol bekerja sama dengan pihak Akademisi dari Universitas Indonesia yang menargetkan perbaikan sistem keselamatan dan melibatkan beberapa stakeholder di dalamnya. Dalam upaya perbaikan lokasi rawan kecelakaan, selain pemenuhan rekomendasi keselamatan KNKT, Jasa Marga juga berupaya melakukan peningkatan dan pemeliharaan sarana perlengkapan jalan, infrastruktur jalan dan pemanfaatan teknologi. Salah satu teknologi yang digunakan adalah Incident Management System yang merupakan pengembangan terkait pemantauan insiden di jalan tol dengan menggunakan CCTV yang dipasang di sepanjang jalan tol di sebanyak 175 lokasi. Sehingga observasi yang dilakukan oleh Mobile Customer Service (MCS) dapat digantikan dengan pemantauan melalui CCTV yang berdampak pada pengurangan konsumsi BBM kendaraan MCS untuk patrol rutin menyusuri ruas jalan.

In 2025, Jasa Marga developed a Toll Road Safety Master Plan in collaboration with academics from the University of Indonesia, targeting improvements in the safety system and involving multiple stakeholders. In efforts to improve accident-prone locations, in addition to implementing recommendations from the National Transportation Safety Committee (KNKT), Jasa Marga also focuses on enhancing and maintaining road safety equipment, road infrastructure, and the utilization of technology. One of the technologies implemented is the Incident Management System, an advancement for monitoring incidents on toll roads using CCTV installed along toll road sections at 175 locations. This system enables monitoring previously conducted by Mobile Customer Service (MCS) patrols to be replaced by CCTV-based surveillance, thereby reducing fuel consumption from MCS vehicles used for routine patrols along the toll road network.

Selain itu, sebagai program Tanggung Jawab Sosial & Lingkungan, Jasa Marga juga rutin menyelengarakan kampanye berkeselamatan dengan tema yang berbeda setiap tahun (co: Eco Driving, Defensive Driving, dsb) berisi rangkaian kegiatan seperti safety driving training, talkshow, dan kompetisi untuk meningkatkan keselamatan berkendara di jalan tol. Selain menyelenggarakan program untuk pengemudi, secara berkala, Jasa Marga juga melakukan program peningkatkan keterampilan untuk petugas operasional. Program yang dilakukan berupa berbagai pelatihan, seperti: Penanganan Pertama Gawat Darurat (PPGD), penyelamatan korban kecelakaan, mengatasi kendaraan yang mengalami gangguan di jalan.

In addition, as part of its Environmental and Social Responsibility program, Jasa Marga regularly conducts road safety campaigns with different themes each year (e.g., Eco Driving, Defensive Driving), consisting of safety driving training, talk shows, and competitions to improve driving safety on toll roads. In addition to programs for drivers, Jasa Marga also periodically implements skill enhancement programs for operational personnel, including training such as First Aid in Emergency Situations (PPGD), accident victim rescue, and handling of vehicle breakdowns on the road.

Atas berbagai komitmen dan upaya Perseroan untuk memberikan keselamatan pengguna jalan tol, pada tahun 2025, tidak terdapat insiden ketidakpatuhan terkait dengan praktik standar keselamatan dalam pengelolaan jalan tol.

As a result of the Company's commitment and efforts to ensure toll road user safety, in 2025 there were no incidents of non-compliance related to safety standards in toll road management practices.

## Kecelakaan di Jalan Tol
## Toll Road Accidents

| Jenis Kecelakaan<br>Types of Accidents | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Kecelakaan Satu Kendaraan (Tunggal)<br>One-Vehicle Accident (Single) | 456 | 463 | 440 | -2% |
| Kecelakaan Dua Kendaraan<br>Two-vehicle Accident | 570 | 598 | 708 | -5% |
| Kecelakaan Beruntun<br>Multiple-Vehicle Accident | 118 | 111 | 91 | 6% |
| **Jumlah Kecelakaan**<br>**Number of Accident** | **1.144** | **1.172** | **1.239** | **-2%** |

## Jumlah Korban
### Number of Victims

| Jenis Kecelakaan<br>Types of Accidents | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Korban Luka Ringan<br>Minor Injury Victims | 1.144 | 1.381 | 1.349 | -17% |
| Korban Luka Berat<br>Seriously Injured Victims | 543 | 676 | 664 | -20% |
| Korban Meninggal<br>Victims Died | 193 | 197 | 193 | -2% |
| **Jumlah Korban**<br>**Total Victims** | **1.880** | **2.254** | **2.206** | **-17%** |

## Penyebab Kecelakaan di Jalan Tol
### Causes of Toll Road Accidents

| Jenis Kecelakaan<br>Types of Accidents | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Pengemudi<br>Driver | 987 | 1.033 | 1.059 | -4% |
| Kendaraan<br>Vehicle | 157 | 135 | 170 | 16% |
| Lingkungan<br>Environment | 0 | 4 | 10 | -100% |
| **Jumlah Kasus**<br>**Number of Cases** | **1.144** | **1.172** | **1.239** | **-2%** |

Terkait dengan faktor penyebab kecelakaan dari aspek lingkungan, perlu diberikan penjelasan tambahan agar lebih mudah dipahami oleh pembaca laporan. Faktor lingkungan ini dapat mencakup kondisi yang berada di luar kendali perusahaan, seperti:

- kendaraan berhenti
- penyeberang
- asap kendaraan
- asap lingkungan
- kamtib
- hewan
- material jalan

Faktor Pengemudi:

- kurang antisipasi
- lengah
- mengantuk
- mabuk
- tidak tertib

Faktor Kendaraan:

- Ban pecah
- Selip
- Rem blong
- Kerusakan mesin
- kerusakan mekanis

Regarding accident causation factors from the environmental aspect, additional clarification is provided to improve readers' understanding of the report. These environmental factors may include conditions beyond the Company's control, such as:

- Stopped vehicles
- Pedestrians crossing
- Vehicle exhaust smoke
- Environmental smoke
- Security and public order conditions (Kamtib)
- Animals
- Road materials/debris

Driver factors:

- Lack of anticipation
- Inattentiveness
- Drowsiness
- Driving under the influence of alcohol
- Non-compliance with traffic rules

Vehicle factors:

- Tire burst
- Skidding
- Brake failure
- Engine failure
- Mechanical failure

Faktor Jalan:
- Kerusakan jalan
- perlengkapan jalan
- perbaikan jalan

Jasa Marga menerapkan *Incident Management System* yang merupakan pengembangan terkait pemantauan insiden di jalan tol dengan menggunakan CCTV yang dipasang di sepanjang jalan tol. Sehingga observasi yang dilakukan oleh *Mobile Customer Service* (MCS) dapat digantikan dengan pemantauan melalui CCTV yang berdampak pada pengurangan konsumsi BBM kendaraan MCS untuk patrol rutin menyusuri ruas jalan. Jasa Marga juga melakukan *workshop* dan sosialisasi terkait *Eco Driving*. *Eco Driving* merupakan sosialisasi cara mengemudi yang bertujuan untuk mengoptimalkan konsumsi bahan bakar secara efisien serta berperan mengurangi risiko kecelakaan di jalan raya.

Atas kecelakaan yang terjadi, Jasa Marga secara rutin menggelar program keselamatan berkendara bersertifikat yang melibatkan para pengemudi kendaraan pribadi maupun pengemudi bus angkutan umum. Kegiatan ini bertujuan untuk meningkatkan budaya tertib berlalu lintas dan pelayanan pengguna jalan secara maksimal. Selain menyelenggarakan program untuk pengemudi, secara berkala, Jasa Marga juga melakukan program peningkatkan keterampilan untuk petugas operasional. Program yang dilakukan berupa berbagai pelatihan, seperti: Penanganan Pertama Gawat Darurat (PPGD), penyelamatan korban kecelakaan, mengatasi kendaraan yang mengalami gangguan di jalan.

Atas berbagai komitmen dan upaya Perseroan untuk memberikan keselamatan pengguna jalan tol, pada tahun 2025, tidak terdapat insiden ketidakpatuhan terkait dengan praktik standar keselamatan dalam pengelolaan jalan tol yang mengakibatkan sanksi denda atau hukuman, peringatan dari regulator, maupun pelanggaran terhadap standar sukarela yang berlaku.

Perseroan telah mengoperasikan 1.295 km jalan tol dengan total volume lalu lintas transaksi pada tahun 2025 mencapai 1.306.404.698 kendaraan atau volume lalu lintas transaksi harian rata-rata sebesar 3.579.191 kendaraan/hari

Pada tahun 2025, terdapat sebanyak 1.144 kejadian kecelakaan di jalan tol. Rata-rata kejadian kecelakaan per hari sebesar 3,07 turun 4,73% dibandingkan 2024 (3,21) Tingkat Kecelakaan (TK) sebesar 4,98 (turun 6,2% dibandingkan 2024). Tingkat Fatalitas (TF) sebesar 0,88 (turun 1,1% dibandingkan 2024). Peningkatan layanan oleh Jasa Marga salah satunya melalui pembaruan pada aplikasi Travoy melalui fitur keselamatan berupa *Red Zone* yang memberikan informasi *Black Spot*/ titik rawan kecelakaan di peta secara *real-time* untuk meningkatkan kewaspadaan ketika pengguna sedang dalam berkendara.

Road factors:
- Road damage
- Road equipment
- Road maintenance activities

Jasa Marga implements the Incident Management System, an enhancement for monitoring incidents on toll roads using CCTV installed along the toll road network. This system enables monitoring previously conducted by Mobile Customer Service (MCS) patrols to be replaced by CCTV-based surveillance, resulting in reduced fuel consumption from MCS vehicles used for routine patrols along toll road sections. Jasa Marga also conducts workshops and socialization programs related to Eco Driving. Eco Driving is a driving awareness initiative aimed at optimizing fuel consumption efficiency while also contributing to reducing the risk of road accidents.

In response to traffic accidents, Jasa Marga regularly conducts certified defensive driving safety programs involving private vehicle drivers and public transport bus drivers. This initiative aims to strengthen orderly traffic behavior and enhance optimal road user services. In addition to programs for drivers, Jasa Marga also periodically implements skill enhancement programs for operational personnel. These programs include various trainings such as First Aid in Emergency Situations (PPGD), accident victim rescue, and handling of vehicle breakdowns on the road.

As a result of the Company's commitment and efforts to ensure toll road user safety, in 2025 there were no non-compliance incidents related to safety management standards in toll road operations that resulted in fines, sanctions, regulatory warnings, or violations of applicable voluntary standards.

The Company has operated 1,295 km of toll roads with a total transaction traffic volume in 2025 reaching 1,306,404,698 vehicles, or an average daily transaction traffic volume of 3,579,191 vehicles per day.

In 2025, there were 1,144 traffic accident incidents on toll roads. The average daily accident rate was 3.07, a decrease of 4.73% compared to 2024 (3.21). The Accident Rate (AR) was 4.98 (down 6.2% compared to 2024). The Fatality Rate (FR) was 0.88 (down 1.1% compared to 2024). Service improvements by Jasa Marga also include updates to the Travoy application through safety features such as Red Zone, which provides real-time information on Black Spots or accident-prone areas on the map to increase user awareness while driving.

Nilai Tingkat Kecelakaan (TK) dan Tingkat Fatalitas (TF) merupakan indikator untuk mengukur tingkat risiko kecelakaan dan korban meninggal pada suatu ruas jalan tol. TK menggambarkan jumlah kecelakaan terhadap eksposur lalu lintas (LHR dan panjang jalan). TF menggambarkan jumlah korban meninggal akibat kecelakaan terhadap eksposur lalu lintas. Perhitungan TK dan TF dilakukan dengan membandingkan jumlah kecelakaan atau jumlah korban meninggal terhadap eksposur lalu lintas yang mencakup LHR, panjang jalan, dan jumlah hari, serta dikalikan faktor 100 juta kendaraan-km sebagai standar satuan. Dengan demikian, indikator TKTF tidak menggambarkan jumlah kejadian secara absolut, melainkan tingkat risiko yang telah dinormalisasi terhadap aktivitas lalu lintas.

Skala angka TK dan TF pada dasarnya tidak memiliki batas baku, karena besar-kecil angkanya selain dipengaruhi tingkat kecelakaan dan korban meninggal tetapi juga berbanding terbalik dengan tingkat eksposur lalu lintasnya. Sehingga dalam praktiknya dihitung penetapan batas TK dan TF dengan mempertimbangkan rencana/proyeksi eksposur jumlah kecelakaan, jumlah korban, dan aktivitas lalu lintasnya. Dengan demikian, nilai TKTF Realisasi dinilai tinggi/buruk apabila angkanya melebihi batas TKTF yang telah ditetapkan pada periode yang sama.

The Accident Rate (AR) and Fatality Rate (FR) are indicators used to measure the level of accident risk and fatalities on a toll road section. AR reflects the number of accidents relative to traffic exposure (AADT and road length). FR reflects the number of fatalities resulting from accidents relative to traffic exposure. The calculation of AR and FR is conducted by comparing the number of accidents or fatalities against traffic exposure, which includes AADT, road length, and number of days, multiplied by a factor of 100 million vehicle-kilometers as a standard unit. Thus, AR and FR indicators do not represent the absolute number of incidents, but rather a normalized level of risk based on traffic activity.

The scale of AR and FR values does not have a fixed benchmark, as their magnitude is influenced not only by the number of accidents and fatalities but also inversely by the level of traffic exposure. Therefore, in practice, the determination of AR and FR thresholds considers projections of accident frequency, number of fatalities, and traffic activity. Accordingly, actual AR and FR values are considered high or unfavorable when they exceed the established thresholds for the same period.



## Pemasaran dan Pelabelan Produk dan Jasa

Dalam rangka mendukung kelancaran, kenyamanan dan keselamatan berlalu lintas di jalan tol Jasa Marga, Perseroan telah memasang berbagai rambu, marka, alat pengendali dan pengaman pengguna jalan dan sarana pendukung lainnya di sepanjang jalan utama maupun akses. Pemasangan Sarana Perlengkapan Jalan Tol ini berpedoman pada regulasi yang berlaku, diantaranya Peraturan Menteri Perhubungan Nomor 13 Tahun 2014 tentang Rambu Lalu Lintas, Peraturan Menteri Perhubungan No 67 Tahun 2018 tentang Marka Jalan, PM 48 Tahun 2023 tentang Alat Pengendali dan Pengaman Jalan, serta peraturan terkait lainnya. Selain itu, pemasangan ini juga bertujuan untuk memenuhi Standar Pelayanan Minimal (SPM) Jalan Tol, khususnya terkait dengan poin Kecepatan Tempuh Rata-Rata (Rambu Batas Kecepatan) dan poin Keselamatan (seperti Rambu Peringatan Rawan Kecelakaan, Rambu Kurangi Kecepatan, dan lainnya).

Selain memberikan sarana perambuan, Perseroan juga menyediakan informasi terkait kondisi jalan tol melalui berbagai saluran dan media komunikasi yang mudah diakses oleh pengguna jalan tol. Jasa Marga telah menyediakan sarana penyediaan informasi produk layanan yang mendukung keamanan bagi pelanggan Jasa Marga yaitu Jasamarga *Tollroad Command Center*, melalui *one call center* 14080 untuk seluruh Ruas Jalan Tol di Indonesia. *One call center* merupakan

## Marketing and Labeling of Products and Services

In order to support smooth traffic flow, comfort, and road safety on Jasa Marga toll roads, the Company has installed various road signs, markings, traffic control and safety devices, as well as other supporting facilities along main roads and access points. The installation of toll road traffic facilities is guided by applicable regulations, including Minister of Transportation Regulation No. 13 of 2014 on Traffic Signs, Minister of Transportation Regulation No. 67 of 2018 on Road Markings, Ministerial Regulation No. 48 of 2023 on Traffic Control and Safety Devices, and other related regulations. In addition, these installations also aim to comply with the Toll Road Minimum Service Standards (SPM), particularly in relation to Average Travel Speed (speed limit signs) and Safety aspects (such as accident-prone area warning signs, speed reduction signs, and others).

In addition to providing traffic signage facilities, the Company also provides information on toll road conditions through various communication channels and media that are easily accessible to toll road users. Jasa Marga has established a service information system supporting customer safety, namely the Jasamarga Tollroad Command Center, through the One Call Center 14080 for all toll road sections in Indonesia. The One Call Center has been operating as a communication

media komunikasi bagi para pengguna jalan tol yang tersedia sejak November 2019, di mana sistem ini akan mencatat dan menindaklanjuti pertanyaan dan keluhan pengguna jalan tol. Jasa Marga secara aktif melakukan sosialisasi manfaat fasilitas *one call center* 14080 kepada pengguna jalan tol melalui *Dynamic Message Sign* (DMS).

Perseroan juga menyediakan fasilitas aplikasi pemantau CCTV lajur jalan tol yang dapat diakses melalui browser lintas sistem operasi (*inter-platform*) dan Travoy. Informasi kondisi lalu lintas terkini juga dapat diakses melalui media sosial Jasa Marga yaitu melalui aplikasi X @PTJASAMARGA dan @official_ JSMR.

Atas berbagai upaya yang dilakukan Perseroan, sepanjang tahun 2025, tidak terdapat insiden ketidakpatuhan terhadap peraturan yang berlaku terkait informasi dan pelabelan. Tidak terdapat pula insiden ketidakpatuhan terhadap regulasi dan peraturan yang berlaku terkait komunikasi pemasaran termasuk periklanan.

## Dampak Produk/Jasa [OJK F.28]

Perseroan senantiasa berupaya untuk menciptakan produk yang memberikan dampak positif kepada masyarakat. Dampak positif yang diberikan antara lain.

**Dampak Positif**

1. **Peningkatan Aksesibilitas dan Mobilitas:**
   - **Ekonomi dan Mobilitas:** Pembangunan jalan tol dapat mempercepat perjalanan antar kota, meningkatkan konektivitas antar wilayah, dan mengurangi kemacetan. Hal ini berpotensi meningkatkan efisiensi ekonomi dengan mempermudah distribusi barang dan mobilitas masyarakat.
   - **Pengurangan Waktu Perjalanan:** Dengan adanya jalan tol, waktu tempuh antara daerah dapat lebih singkat, yang memungkinkan masyarakat lebih efisien dalam kegiatan ekonomi maupun sosial.
2. **Penciptaan Lapangan Kerja:**
   - **Peluang Kerja Langsung:** Selama tahap konstruksi, banyak pekerjaan yang tercipta, mulai dari tenaga kerja konstruksi, tenaga teknis, hingga pekerjaan administratif yang mendukung proyek tersebut.
   - **Peluang Kerja Jangka Panjang:** Setelah jalan tol selesai, pekerjaan dalam operasional dan pemeliharaan tol, serta sektor-sektor terkait seperti perdagangan dan layanan transportasi, dapat menciptakan lapangan kerja bagi masyarakat lokal.
3. **Peningkatan Perekonomian Lokal:**
   - **Peningkatan Aktivitas Ekonomi:** Pembangunan jalan tol dapat meningkatkan akses ke pasar, mempermudah distribusi barang, serta membuka peluang usaha baru di sekitar area tol. Ini dapat memberikan dampak positif bagi pedagang lokal, pengusaha kecil, dan sektor pariwisata.

channel for toll road users since November 2019, where the system records and follows up on user inquiries and complaints. Jasa Marga actively promotes the benefits of the 14080 One Call Center to toll road users through Dynamic Message Signs (DMS).

The Company also provides a toll road lane CCTV monitoring application facility that can be accessed through a cross-platform web browser (inter-platform) as well as the Travoy application. Real-time traffic condition information is also available through Jasa Marga's social media channels, including the X accounts @PTJASAMARGA and @official_JSMR.

As a result of the various initiatives undertaken by the Company, throughout 2025 there were no incidents of non-compliance with applicable regulations related to information and labeling. There were also no incidents of non-compliance with applicable regulations related to marketing communications, including advertising.

## Impact of Products/Services [OJK F.28]

The Company consistently strives to create products that bring positive impacts to society. The positive impacts include the following:

**Positive Impacts**

1. **Improved Accessibility and Mobility:**
   - **Economy and Mobility:** The construction of toll roads can accelerate intercity travel, enhance regional connectivity, and reduce traffic congestion. This has the potential to improve economic efficiency by facilitating the distribution of goods and the mobility of people.
   - **Reduced Travel Time:** With toll roads in place, travel time between regions can be significantly shortened, enabling people to engage more efficiently in economic and social activities.
2. **Job Creation**
   - **Direct Employment Opportunities:** During the construction phase, numerous jobs are created, ranging from construction laborers and technical personnel to administrative positions supporting the project.
   - **Long-Term Employment Opportunities:** After the toll road is completed, jobs in toll road operations, maintenance, and related sectors such as trade and transportation services can provide employment for local communities.
3. **Boosting the Local Economy**
   - **Increased Economic Activity:** Toll road construction can enhance market access, facilitate the distribution of goods, and open new business opportunities around the toll area. This can positively impact local traders, small business owners, and the tourism sector.

- **Peningkatan Infrastruktur:** Infrastruktur seperti *rest area*, pusat perbelanjaan, dan fasilitas lainnya yang dibangun di sepanjang jalan tol dapat memberi manfaat langsung bagi masyarakat sekitar dalam bentuk peningkatan akses ke berbagai layanan.

4. **Literasi dan Inklusi Keuangan:**
   - **Edukasi Keuangan:** Pembangunan jalan tol sering kali disertai dengan program *corporate social responsibility* (CSR) oleh perusahaan yang terlibat, bisa melaksanakan program pelatihan atau *workshop* terkait literasi keuangan bagi masyarakat sekitar, membantu mereka memahami pengelolaan keuangan pribadi dan bisnis.
   - **Inklusi Keuangan:** Dengan pembangunan jalan tol yang mendorong pertumbuhan ekonomi, lebih banyak individu atau usaha mikro, kecil, dan menengah (UMKM) yang bisa mendapatkan akses ke layanan keuangan seperti kredit, tabungan, atau asuransi, yang sebelumnya mungkin sulit dijangkau.

Selain memberikan dampak positif, produk dan jasa Perseroan juga menimbulkan dampak negatif di antaranya sebagai berikut.

**Dampak Negatif**

1. **Penggusuran dan Relokasi Warga:**
   - **Relokasi Penduduk:** Pembangunan jalan tol sering kali memerlukan pembebasan lahan yang berdampak pada pemukiman warga. Warga yang terkena dampak mungkin harus dipindahkan atau mengalami kerugian terkait harta benda dan tempat tinggal mereka.
   - **Ketidakpuasan Sosial:** Proses relokasi, terutama jika tidak dikelola dengan baik, dapat menyebabkan ketidakpuasan di kalangan warga yang terkena dampak. Hal ini penting untuk dikelola dengan cara yang adil dan transparan agar tidak menimbulkan ketegangan sosial.
2. **Dampak Sosial dan Budaya:**
   - **Perubahan Struktur Sosial:** Pembangunan tol dapat mengubah pola kehidupan masyarakat sekitar, terutama jika ada arus migrasi penduduk atau pekerja yang terlibat dalam proyek tersebut. Hal ini dapat memengaruhi struktur sosial dan budaya masyarakat setempat.
   - **Ketimpangan Ekonomi:** Meskipun jalan tol dapat meningkatkan perekonomian daerah, ketimpangan ekonomi dapat muncul jika manfaatnya lebih dirasakan oleh pihak luar (misalnya perusahaan besar) atau mereka yang terlibat langsung dengan proyek, sementara sebagian masyarakat lokal tidak merasakannya secara signifikan.
3. **Polusi dan Kebisingan:** Selama dan setelah konstruksi, polusi udara dan kebisingan akibat mesin konstruksi dan kendaraan yang lewat dapat mengganggu kualitas hidup masyarakat di sekitar jalan tol.

- **Infrastructure Development:** Facilities such as rest areas, shopping centers, and other amenities built along the toll road can directly benefit surrounding communities by improving access to various services.

4. **Financial Literacy and Inclusion**
   - **Financial Education:** Toll road construction is often accompanied by corporate social responsibility (CSR) programs by the involved companies. These may include training or workshops on financial literacy for local communities, helping them better understand personal and business financial management.
   - **Financial Inclusion:** With economic growth driven by toll road development, more individuals and micro, small, and medium enterprises (MSMEs) can gain access to financial services such as credit, savings, or insurance, which may have previously been difficult to obtain.

In addition to the positive impacts, the Company's products and services also pose some negative impacts, as follows:

**Negative Impacts**

1. **Displacement and Relocation of Residents**
   - **Resident Relocation:** Toll road construction often requires land acquisition, affecting residential areas. Affected residents may need to relocate or suffer losses related to their property and homes.
   - **Social Dissatisfaction:** If not managed properly, the relocation process can lead to dissatisfaction among affected residents. It is crucial to handle this fairly and transparently to prevent social tensions.
2. **Social and Cultural Impacts:**
   - **Changes in Social Structure:** Toll road development can alter the way of life of nearby communities, especially if there is an influx of migrants or workers\ involved in the project. This may impact the social and cultural structures of local communities.
   - **Economic Disparities:** While toll roads can boost regional economies, economic disparities may arise if the benefits are primarily enjoyed by external parties (such as large companies) or those directly involved in the project, while some local residents may not experience significant improvements.
3. **Pollution and Noise:** During and after construction, air pollution and noise from construction machinery and passing vehicles can negatively affect the quality of life for communities living near the toll road.

Atas dampak negatif yang ditimbulkan oleh produk dan jasa, Perseroan senantiasa berupaya untuk meminimalisir dampak negatif. Adapun upaya mitigasi yang dilakukan Perseroan adalah sebagai berikut:

1. **Keterlibatan Masyarakat dalam Proyek:** Perseroan mengajak masyarakat untuk berpartisipasi dalam perencanaan dan pelaksanaan proyek melalui musyawarah atau forum komunikasi yang dapat mengurangi ketidakpuasan, memastikan bahwa program relokasi dan pembebasan lahan dilakukan secara adil dan transparan, serta memastikan manfaat ekonomi bisa dirasakan oleh seluruh lapisan masyarakat.
2. **Program CSR dan Pengembangan Literasi Keuangan:** Perseroan senantiasa meningkatkan pelaksanaan program CSR dan pengembangan kapasitas sumber daya manusia serta memberikan pelatihan bidang literasi keuangan kepada masyarakat sekitar tentang cara mengelola keuangan pribadi, tabungan, dan investasi. Program ini bisa membantu mendorong inklusi keuangan dan memperkuat ketahanan ekonomi masyarakat setempat.

To mitigate the negative impacts caused by its products and services, the Company continuously strives to minimize adverse effects. The mitigation efforts undertaken by the Company include the following:

1. **Community Engagement in Projects:** The Company involves the community in the planning and implementation of projects through discussions or communication forums. This helps reduce dissatisfaction, ensures that relocation and land acquisition programs are conducted fairly and transparently, and ensures that economic benefits are distributed to all community members.
2. **CSR Programs and Financial Literacy Development:** The Company consistently enhances the implementation of CSR programs, human resource development, and financial literacy training for local communities. These programs educate people on managing personal finances, savings, and investments, thereby promoting financial inclusion and strengthening local economic resilience.

## Jumlah Produk yang Ditarik Kembali [OJK F.29]

Penutupan jalan tol dengan berbagai alasan menjadi salah satu kendala yang kerap ditemui dalam pengoperasian jalan tol. Sepanjang tahun 2025, tidak terdapat penutupan jalan tol yang dikelola oleh Perseroan.

## Number of Recalled Products [OJK F.29]

The closure of toll roads for various reasons is one of the common challenges encountered in toll road operations. Throughout 2024, there were no toll road closures managed by the Company.

## Survei Kepuasan Pelanggan Terhadap Produk dan/atau Jasa [OJK F.30]

Perseroan secara berkala menyelenggarakan Survei Kepuasan Pelanggan setiap tahun sebagai sarana untuk menilai tingkat kepuasan serta memperoleh masukan dari pengguna layanan jalan tol. Berdasarkan hasil pemantauan terhadap pemenuhan Standar Pelayanan Minimum (SPM) yang berlaku bagi pengelola jalan tol, Perseroan tercatat telah memenuhi seluruh persyaratan yang ditetapkan, termasuk aspek keselamatan dan kesehatan. Pada tahun 2025, indeks kepuasan pelanggan (TCSD) jalan tol mencapai 5,13 naik dibandingkan tahun 2024 yaitu sebesar 5,04.

## Customer Satisfaction Survey on Products and/or Services [OJK F.30]

The Company periodically conducts an annual Customer Satisfaction Survey as a means to assess satisfaction levels and obtain feedback from toll road users. Based on monitoring results of compliance with the applicable Minimum Service Standards (MSS) for toll road operators, the Company has been recorded as fully meeting all established requirements, including safety and health aspects. In 2025, the toll road Customer Satisfaction Index (TCSD) reached 5.13, an increase compared to 2024, which was 5.04.

**Tabel Survei Kepuasan Pelanggan**
**Table of Customer Satisfaction Survey**

| Jenis Layanan<br>Types of Services | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Kepuasan Pengguna Jalan Tol<br>Toll Road User Satisfaction | 5,17 | 5,05 | 4,97 | 0,11 |
| Kepuasan Layanan Transaksi<br>Transaction Service Satisfaction | 5,17 | 5,07 | 4,98 | 0,10 |

| Jenis Layanan<br>Types of Services | 2025 | 2024 | 2023 | Kenaikan (Penurunan) 2024-2025<br>Increase (Decrease) 2024-2025 |
|---|---|---|---|---|
| Kepuasan Layanan Lalu Lintas<br>Traffic Service Satisfaction | **5,17** | 5,05 | 4,98 | 0,12 |
| Kepuasan Layanan Konstruksi<br>Construction Service Satisfaction | **5,15** | 5,03 | 4,96 | 0,13 |
| Kepuasan Tempat Istirahat (TI/TIP)<br>Rest Area (TI/TIP) Satisfaction | **5,16** | 5,02 | 4,99 | 0,14 |
| Kepuasan Layanan Informasi Publik<br>Public Information Service Satisfaction | **5,08** | 5,00 | 4,99 | 0,08 |
| Indeks Total Kepuasan Pelanggan<br>Total Customer Satisfaction Index | **5,13** | 5,04 | 4,98 | **0,08** |

Adapun kategori nilai CSI Jasa Marga Tahun 2025 sebagai berikut:

1. 1.00 - 1.83 : Sangat Tidak Puas
2. 1.82 - 2.67 : Tidak Puas
3. 2.67 - 3.50 : Kurang Puas
4. 3.50 - 4.33 : Cukup Puas
5. 4.33 - 5.17 : Puas

Di samping itu, Perseroan juga telah menyediakan berbagai saluran informasi bagi pengguna untuk menyampaikan permohonan atau permintaan darurat, antara lain melalui *Call Center* 14080 (sekarang 133), aplikasi Travoy dengan fitur Derek Online, serta WhatsApp *Chatbot* yang dapat diakses melalui aplikasi Travoy. Adapun masukan pelanggan yang melalui *Call Center* hingga tahun 2025 sebagian besar berupa permintaan bantuan, khususnya permintaan layanan derek. Terkait tindak lanjut setiap permintaan dan informasi yang disampaikan pengguna jalan melalui *One Call Center* ditangani secara langsung oleh *Agent Call Center* atau *Customer Service Officer* (CSO). Sementara itu, keluhan, pengaduan, dan saran yang memerlukan penanganan lebih lanjut oleh unit terkait diteruskan oleh *Agent Call Center*/CSO melalui *Supervisor Traffic Information and Communication* JMTC dengan memanfaatkan aplikasi terintegrasi JMACT, sehingga unit terkait dapat segera melakukan tindak lanjut. Khusus untuk permintaan bantuan, seperti bantuan petugas *Mobile Customer Service* (MCS), petugas derek, Patroli Jalan Raya (PJR), maupun layanan medis atau ambulans, seluruh laporan dicatat dan disampaikan langsung kepada Ruas terkait melalui Aplikasi Trace (*Track and Care*).

Setiap permintaan kemudian ditindaklanjuti oleh petugas di *Command Center* dan diteruskan ke petugas di lapangan untuk penanganan lebih lanjut. Proses ini melibatkan kolaborasi antara beberapa pihak, termasuk tim JMTC, petugas lapangan, serta Badan Usaha Jalan Tol (BUJT).

The CSI category values for Jasa Marga in 2025 are as follows:

1. 1.00 – 1.83: Very Dissatisfied
2. 1.82 – 2.67: Dissatisfied
3. 2.67 – 3.50: Less Satisfied
4. 3.50 – 4.33: Fairly Satisfied
5. 4.33 – 5.17: Satisfied

In addition, the Company has provided various information channels for users to submit requests or emergency assistance, including the Call Center 14080 (currently 133), the Travoy application with an Online Tow Truck feature, and a WhatsApp Chatbot accessible through the Travoy application. Customer feedback received through the Call Center up to 2025 was mostly in the form of assistance requests, particularly tow truck services. Each request and information submitted by toll road users through the One Call Center is handled directly by Call Center Agents or Customer Service Officers (CSO). Meanwhile, complaints, reports, and suggestions requiring further handling by relevant units are forwarded by Call Center Agents/CSO through the JMTC Traffic Information and Communication Supervisor using the integrated JMACT system, enabling prompt follow-up by the respective units. Specifically for assistance requests such as Mobile Customer Service (MCS), tow truck services, Highway Patrol (PJR), as well as medical or ambulance services, all reports are recorded and directly submitted to the respective toll road sections via the Trace (Track and Care) application.

Each request is then followed up by officers at the Command Center and forwarded to field personnel for further handling. This process involves collaboration among several parties, including JMTC teams, field officers, and Toll Road Business Entities (BUJT).

# 08

# Lain-Lain dan Indeks
## Others and Index

## Edukasi Dini Generasi Penerus: Taman Lalu Lintas

Early Education for the Next Generation: Traffic Parks

Jasa Marga membangun fondasi keselamatan jalan jangka panjang melalui pengembangan Taman Lalu Lintas sebagai sarana edukasi dini bagi generasi penerus. Fasilitas ini dihadirkan di beberapa rest area strategis, termasuk KM 379A Ruas Semarang–Batang dan KM 575A Ruas Solo–Ngawi, sebagai ruang belajar interaktif yang memperkenalkan rambu, aturan, dan etika berlalu lintas melalui pengalaman langsung. Pendekatan edukatif ini menempatkan pembentukan perilaku sejak usia dini sebagai investasi sosial jangka panjang dalam menciptakan pengguna jalan yang lebih sadar risiko dan bertanggung jawab di masa depan.

Jasa Marga builds a long-term road safety foundation through the development of Traffic Parks as an early education facility for the next generation. These facilities are provided in several strategic rest areas, including KM 379A on the Semarang–Batang section and KM 575A on the Solo–Ngawi section, as interactive learning spaces that introduce traffic signs, rules, and road safety etiquette through hands-on experiences. This educational approach positions early behavioral formation as a long-term social investment in creating road users who are more risk-aware and responsible in the future.

# Verifikasi Tertulis dari Pihak Independen [OJK G.1, GRI 2-5]

## Written Verification From an Independent Party

Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk Tahun 2025 telah diverifikasi oleh pihak independen yang kompeten di bidangnya. Perseroan telah menunjuk PT Kharisma Integrasi Manajemen (KIM Consult) untuk melakukan verifikasi seluruh data yang disajikan dalam laporan keberlanjutan tahun 2025 yang berisi informasi kinerja keberlanjutan Jasa Marga dengan periode 1 Januari sampai 31 desember 2025. Penunjukan pihak independen dilakukan berdasarkan Kebijakan Pengadaan Barang dan Jasa yang telah disetujui oleh Penunjukkan pihak independen senantiasa mengutamakan penggunaan produk lokal/ pemasok dalam negeri. Penunjukkan dan pelaksanaan *assurance* independen serta mendapat pengawasan dari Dewan Komisaris. Perseroan senantiasa memastikan bahwa tidak terdapat benturan kepentingan dalam proses verifikasi laporan ini. Proses verifikasi dilakukan dengan menggunakan tipe 2 Moderate Level berdasarkan standar AA1000 Assurance Standard v.3.

The Sustainability Report of PT Jasa Marga (Persero) Tbk for the year 2025 has been independently verified by a competent third party. The Company appointed PT Kharisma Integrasi Manajemen (KIM Consult) to conduct verification of all data presented in the 2025 sustainability report, which covers Jasa Marga's sustainability performance for the period 1 January to 31 December 2025. The appointment of the independent party was carried out in accordance with the Goods and Services Procurement Policy, which prioritizes the use of local products/ domestic suppliers. The appointment and implementation of the independent assurance process were supervised by the Board of Commissioners. The Company ensures that there are no conflicts of interest in the report verification process. The verification was conducted using Type 2 Moderate Level in accordance with the AA1000 Assurance Standard v.3.

KIM consult
Governance Risk Compliance

AA1000
Licensed Report
000-867/V3-635CU

# Pernyataan Penjaminan Independen
# Independent Assurance Statement

No. 072/EXT/JSMR-ASR/KIM/IV/2026

**To the management and stakeholders of PT Jasa Marga (Persero) Tbk.**

We (PT Kharisma Integrasi Manajemen/KIM Consult) have been engaged by PT Jasa Marga (Persero) Tbk. (Jasa Marga/the Company) to perform an independent assurance engagement on the sustainability data and information presented in the Sustainability Report for the period ending December 31, 2025.

**Competence and Independence**

This engagement is carried out by an assurance team possessing professional capabilities and adequate technical expertise. The team consists of certified experts in the field of sustainability reporting to ensure the quality and integrity of the engagement's execution. The entire process is conducted independently without any conflicts of interest, as the team was not involved in the preparation of the main sections of the report

**Responsibilities**

Jasa Marga's management has full responsibility for the presentation of information and statements in the report, including data related to targets, policies, and sustainability performance achievements. Meanwhile, our role is to provide assurance on this information and issue an independent opinion based on the approved terms of reference.

**Assurance Standards and Criteria**

This engagement was conducted in accordance with the AA1000 Assurance Standard (AA1000AS v3) from AccountAbility. The evaluation focused on the alignment of Jasa Marga's sustainability processes and framework with the principles of the AA1000AP (2018), namely inclusivity, materiality, responsiveness, and impact. Additionally, the assessment also considers the reporting principles in the GRI Standards, including aspects of accuracy, balance, and reliability of information.

**Scope of Assurance**

The engagement was designed to achieve a moderate level of assurance through the process of collecting and verifying evidence, in accordance with AA1000AS v3, including:

1. Assessment of Jasa Marga's compliance with AA1000 AP (2018); and
2. Assessment of the accuracy and quality of the sustainability performance information, related to the scope of the accepted GRI Standards and in involvement with Type 2 assurance, covering:

a) Economic performance topic (GRI 201), regarding:
   1) Direct economic value generated and distributed
   2) Financial implications, risks, and other opportunities due to climate change
   3) Obligations for defined benefit pension plans and other retirement plans
   4) Financial assistance received from the Government

b) Occupational Health and Safety (GRI 403), regarding:
   1) Occupational health and safety management system
   2) Hazard identification, risk assessment, and incident investigation
   3) Occupational health services
   4) Worker participation, consultation, and communication on occupational health and safety
   5) Worker training on occupational health and safety
   6) Promotion of worker health
   7) Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
   8) Workers covered by an occupational health and safety management system
   9) Work-related injuries
   10) Work-related ill health



**Limitations**

Moderate assurance is provided through review and verification at the management level. The scope of the engagement is limited to sustainability information for the period from January through December 2025. The engagement does not include an evaluation of historical data, audited financial information, or technical aspects outside the agreement.

**Methodology**

The assignment is carried out through a series of procedures to assess the accuracy of certain specific statements and certain data sets presented in the report, as well as the systems and processes for managing and reporting them, as follows:

1) Identifying statements and data sets that are classified by relevant data ownership and the type of evidence required for the verification process.
2) Conducting interviews using Video Conference with management/the person in charge and data owners at Jasa Marga. The data verification process includes:
   - Ask questions regarding quantitative and qualitative aspects of the Report disclosures, including performance information, policies, procedures and underlying management systems.
   - Request evidence of data sources and explanations of relevant data collection and calculation methods to support figures and claims.

- Verify claims made in the Report and confirming the evidence presented including calculation methods, criteria and assumptions with several data owners and other documentation from internal and external sources.
- Cross-referencing between previous Sustainability Reports and the latest Report.

3) Reviewing the information that are collected and submitted feedback for immediate corrections, and as well as provide recommendations as necessary or for improving the content of future Reports.

**Evaluation of Compliance with the AccountAbility Principle (AA1000AP)**

Conclusions regarding compliance with AA1000AP (2018) on Inclusivity, Materiality, Responsiveness, and Impact include the following findings:

- **Inclusivity**

  Jasa Marga has demonstrated a strong commitment to involving stakeholders in its business and sustainability processes, particularly through shareholder engagement in the development and approval of strategic documents such as the Annual Business Plan (RKAP) and the Long-Term Business Plan (RJPP). Additionally, the Company provides various communication and engagement mechanisms with stakeholders, such as the Occupational Safety and Health Steering Committee (P2K3) forum, satisfaction surveys (for employees, vendors, and customers), as well as interactions with business partners and customers. The existence of these various channels demonstrates that the Company has made efforts to continuously accommodate stakeholders' information needs and participation in supporting operations and decision-making.

- **Materiality**

  Jasa Marga has identified and disclosed material topics relevant to its business operations, including explanations of the resulting impacts and the stakeholders affected. In addition, the Company has demonstrated transparency by explaining the reasons for changes in the prioritization of material topics from the previous period. This approach demonstrates that the Company has considered risk and impact factors in determining the issues most significant to business sustainability.

- **Responsiveness**

  Jasa Marga has demonstrated its ability to respond to sustainability issues through the implementation of various management systems, policies, and operational standards, including the implementation of SMK3, internal audits, and incident-based evaluations. The results of these evaluations and incident investigations are used as the basis for making continuous improvements to existing policies and procedures. Additionally, the existence of regular monitoring and audit mechanisms also reflects the Company's commitment to ensuring the effectiveness of the actions taken.

- **Impact**
  Jasa Marga has identified various potential impacts arising from its operational activities, particularly those related to occupational safety and health as well as the safety of toll road users. These impacts are managed through the implementation of a structured management system, including risk identification, mitigation, and regular monitoring. This demonstrates that the Company has a strong awareness of the importance of impact management as part of its efforts to ensure operational sustainability and protect stakeholders.

**Evaluation of the Accuracy and Quality of Sustainability Information**

The report has presented sustainability information relevant to the needs of stakeholders and demonstrates compliance with the "in accordance with GRI Standards" statement. The accuracy and reliability of the data are deemed adequate, supported by clear data collection and calculation methods as well as comprehensive documentation from the data owners. The information presented demonstrates consistent quality, supported by a structured data management system, and is therefore readily verifiable.



**Conclusion**

Based on the results of our engagement, we conclude that the information in the Sustainability Report has been presented fairly and reliably in all material respects within the defined scope. The key findings are presented in this report, while the details of our recommendations have been provided separately to management.

Jakarta, April 17, 2026
Assurance Leader

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000-867/V3-635CU

**Ismaya Aji, S.E., M.Ec., M.Ak., ACSAP., CSRA., GRCA.**

PT Kharisma Integrasi Manajemen (KIM Consult) is a consulting services company specializing in Good Corporate Governance (GCG), Risk Management and Compliance including the preparation of Annual Reports and Sustainability Reports. We have assisted more than 100 companies both BUMN, Private, public and Private Company with multi-industry sectors. We are supported by competent human resources with more than 10 years of experience and have professional certification to support competence and expertise.

**PT Kharisma Integrasi Manajemen (KIM Consult)**
Epicentrum Walk, 5th floor, Suites South 529, Jl. HR. Rasuna Said, Kuningan, Jakarta Selatan 12940,
Telp: +62 812 99555546
E-mail: info@kimconsulting.co.id
kimconsult.09@gmail.com

**Kantor Operasional**
Soho Pancoran
Splendor Tower Unit-2512
Jl. Letjen M.T Haryono Kav 2-3 Tebet Barat, Jakarta Selatan 12810. Telp: +628111048131

# Lembar Umpan Balik [OJK G.2 GRI 2-26]

## Feedback Form

Setelah membaca Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk Tahun 2025, kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik dengan mengirim email atau mengirim formulir ini melalui fax/pos.

After reading the 2025 Sustainability Report of PT Jasa Marga (Persero) Tbk, we ask for stakeholders' willingness to provide feedback by sending an email or sending this form via fax/post.

**1. Mohon beri tanda ceklis (✓) pada kolom setuju atau tidak setuju**

**1. Please check (√) the box for agree or disagree**

| **Pertanyaan**<br>Question | **Setuju**<br>Agree | **Tidak Setuju**<br>Disagree |
|---|---|---|
| Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan Perusahaan.<br>This report provides useful information on the Company's economic, social, and environmental performance. | | |
| Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang.<br>The disclosed data and information are easy to understand, complete, transparent, and balanced. | | |
| Data dan informasi yang disajikan berguna dalam pengambilan keputusan.<br>The presented data and information are useful for decision-making. | | |
| Laporan ini menarik dan mudah dibaca.<br>This report is engaging and easy to read. | | |

**2. Mohon berikan nilai mengenai topik material yang terdapat dalam laporan Keberlanjutan ini (nilai 1 = Sangat Tidak Penting, 2 = Tidak Penting, 3 = Penting, 4 = Sangat Penting).**

**2. Please rate the material topics in this Sustainability Report (1 = Very Unimportant, 2 = Unimportant, 3 = Important, 4 = Very Important)**

(.....) Kinerja Ekonomi
Economic Performance

(.....) Anti Korupsi
Anti-Corruption

(.....) *Climate Change*
Climate Change

(.....) Masyarakat Lokal
Local Community

(.....) Pendidikan dan Pelatihan
Education and Training

(.....) Kesehatan dan Keselamatan Kerja
Occupational Health and Safety

(.....) Kesehatan dan Keselamatan Pelanggan
Customer Health and Safety

**3. Mohon berikan komentar/saran/usulan bagi laporan ini.**

**3. Please provide your comments, suggestions, or recommendations for this report.**

.....

.....

.....

.....

.....

.....

**Identitas Pemangku Kepentingan** | **Stakeholder Identity**

Nama
Name : .....

Pekerjaan
Occupation : .....

Institusi/Perusahaan
Institution/Company : .....

Kontak (telepon, email)
Contact (phone, email) : .....

**Kategori Pemangku Kepentingan** | **Stakeholder Category**

- ○ Pemegang Saham / Shareholders
- ○ Investor / Investor
- ○ Pakar/Expert / Expert
- ○ Karyawan / Employees
- ○ Regulator / Regulator
- ○ Legislator / Legislator
- ○ Pengguna Jalan Tol dan Pelanggan Lainnya / Toll Road Users and Other Customers
- ○ Mitra Kerjasama Usaha Patungan / Joint Venture Business Partners
- ○ Vendor/Pemasok / Vendors/Suppliers
- ○ Masyarakat / Community
- ○ Media Massa / Mass Media
- ○ Lembaga Swadaya Masyarakat (LSM) / Non-Governmental Organizations (NGOs)
- ○ Serikat Kerja Karyawan / Employee Labor Union
- ○ *Tenant Rest Area* / Rest Area Tenants

Saran dan tanggapan yang Anda berikan atas informasi yang disajikan dalam laporan ini mohon dikirimkan kepada:

Please send your feedback and comments regarding the information presented in this report to:

**PT Jasa Marga (Persero) Tbk**

Plaza Tol Taman Mini Indonesia Indah Jakarta 13550 Indonesiaco.id

+62-21 841 3526, +62-21 841 3630

www.jasamarga.com

jsmr@jasamarga.co.id,
corcomm@jasamarga.co.id,
investor.relations@jasamarga.

# Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun 2024 [OJK G.3]

## Response to 2024 Sustainability Report Feedback

Selama tahun 2025, Perseroan tidak mendapat umpan balik terkait Laporan Keberlanjutan tahun 2024. Sehingga tidak terdapat informasi tanggapan atas umpan balik.

During 2025, the Company did not receive any feedback on the 2024 Sustainability Report. Therefore, there is no information on response to feedback.

# Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 [OJK G.4]

## The List of Disclosures in Accordance with Financial Services Authority Regulation Number 51/POJK.03/2017

| No Indeks | Nama Indeks<br>Index Name | Halaman<br>Pages |
|---|---|---|
| **A** | **STRATEGI KEBERLANJUTAN**<br>**SUSTAINABILITY STRATEGY** | |
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*) N/A : *Not Applicable*

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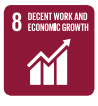
# Tautan Standar GRI dengan TPB

## The Linkage of GRI Standards with SDGs

PT Jasa Marga (Persero) Tbk senantiasa berkomitmen untuk memberikan kontribusi dalam pencapaian Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs). Dukungan dilakukan oleh Jasa Marga tercermin pada tautan tautan antara program/kegiatan yang dilakukan dengan GRI Standards dan SDGs, sesuai panduan SDG *Compass* yang diterbitkan oleh GRI, United Nations Global Compact, dan World Business Council for Sustainable Development (WBCSD), sebagai berikut:

PT Jasa Marga (Persero) Tbk remains committed to contributing to the achievement of the Sustainable Development Goals (SDGs). Jasa Marga's support is reflected in the linkage between its programs/activities and the GRI Standards and SDGs, in accordance with the SDG Compass guidelines issued by GRI, the United Nations Global Compact, and the World Business Council for Sustainable Development (WBCSD), as follows:

| Logo | Tujuan<br>Objective | Relevansi GRI Standards<br>Relevance of GRI Standards | *Disclosure* | Judul Indikator<br>Indicator Title |
|---|---|---|---|---|
| | Mengakhiri kemiskinan dalam segala bentuk di mana pun.<br>End poverty in all its forms everywhere | GRI 413: Masyarakat Lokal 2016<br>GRI 413: Local Communities 2016 | 413-2 | Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal<br>Operations with significant actual and potential negative impacts on local communities |
| | Mengakhiri kelaparan, mencapai ketahanan pangan, memperbaiki nutrisi dan mempromosikan pertanian yang berkelanjutan.<br>End hunger, achieve food security and improved nutrition and promote sustainable agriculture. | GRI 413: Masyarakat Lokal 2016<br>GRI 413: Local Communities 2016 | 413-2 | Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal<br>Operations with significant actual and potential negative impacts on local communities |
| | Menjamin kehidupan yang sehat dan mendorong kesejahteraan bagi semua orang di segala usia.<br>Ensure healthy lives and promote well-being for all at all ages | GRI 403: Kesehatan dan Keselamatan Kerja 2018<br>GRI 403: Occupational Health and Safety 2018 | 403-6 | Peningkatan kualitas kesehatan kerja<br>Promotion of worker health |
| | | | 403-9 | Kecelakaan kerja<br>Work-related injuries |
| | | | 403-10 | Penyakit akibat kerja<br>Work-related ill health |
| | | GRI 305: Emisi 2016<br>GRI 305: Emissions 2016 | 305-1 | Emisi GRK Langsung (Cakupan 1)<br>Direct (Scope 1) GHG emissions |
| | | | 305-2 | Energi tidak langsung (Cakupan 2) Emisi GRK<br>Energy indirect (Scope 2) GHG emissions |
| | | | 305-3 | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions |
| | | | 305-6 | Emisi zat perusak ozon (BPO)<br>Emissions of ozone-depleting substances (ODS) |
| | | | 305-7 | Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya<br>Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions |

| Logo | Tujuan<br>Objective | Relevansi GRI Standards<br>Relevance of GRI Standards | *Disclosure* | Judul Indikator<br>Indicator Title |
|---|---|---|---|---|
| | Menjamin kualitas pendidikan yang inklusif dan merata serta meningkatkan kesempatan belajar sepanjang hayat untuk semua pada tahun 2030.<br>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all in 2030. | GRI 404: Pelatihan dan Pendidikan 2016<br>GRI 404: Training and Education 2016 | 404-1 | Rata-rata jam pelatihan per tahun per karyawan<br>Average hours of training per year per employee |
| | Mencapai kesetaraan gender dan memberdayakan semua perempuan dan anak perempuan.<br>Achieve gender equality and empower all women and girls. | GRI 2: Pengungkapan Umum 2021<br>GRI 2: General Disclosures 2021 | 2-9 | Struktur dan komposisi tata kelola<br>Governance structure and composition |
| | | | 2-10 | Nominasi dan pemilihan badan tata kelola tertinggi<br>Nomination and selection of the highest governance body |
| | | GRI 404: Pelatihan dan Pendidikan 2016<br>GRI 404: Training and Education 2016 | 404-1 | Rata-rata jam pelatihan per tahun per karyawan<br>Average hours of training per year per employee |
| | | | 404-3 | Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir<br>Percentage of employees receiving regular performance and career development reviews |
| | Memastikan masyarakat mencapai akses universal air bersih dan sanitasi.<br>Ensure availability and sustainable management of water and sanitation for all | | | |
| | Menjamin akses energi yang terjangkau, andal, berkelanjutan, dan modern untuk semua lapisan masyarakat.<br>Ensure access to affordable, reliable, sustainable and modern energy for all | GRI 302: Energi 2016<br>GRI 302: Energy 2016 | 302-1 | Konsumsi energi di dalam organisasi<br>Energy Consumption Within the Organization |
| | | | 302-2 | Konsumsi energi di luar organisasi<br>Energy Consumption Outside the Organization |
| | | | 302-3 | Intensitas energi<br>Energy Intensity |
| | | | 302-4 | Reduksi konsumsi energi<br>Reduction of Energy Consumption |
| | | | 302-5 | Pengurangan kebutuhan energi dari produk dan jasa<br>Reduction of Energy Demand from Products and Services |
|  | Berusaha meningkatkan pertumbuhan ekonomi yang inklusif dan berkelanjutan, kesempatan kerja yang produktif dan menyeluruh serta pekerjaan yang layak untuk semua.<br>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. | GRI 2: Pengungkapan Umum 2021<br>GRI 2: General Disclosures 2021 | 2-7 | Karyawan<br>Employees |
| | | | 2-8 | Pekerja yang bukan karyawan<br>Workers who are not employees |
| | | | 2-30 | Perjanjian kerja bersama<br>Collective bargaining agreements |
| | | GRI 201: Kinerja Ekonomi 2016<br>GRI 201: Economic Performance 2016 | 201-1 | Nilai ekonomi langsung yang dihasilkan dan didistribusikan<br>Direct Economic Value Generated and Distributed |

| Logo | Tujuan<br>Objective | Relevansi GRI Standards<br>Relevance of GRI Standards | *Disclosure* | Judul Indikator<br>Indicator Title |
|---|---|---|---|---|
| | | GRI 404: Pelatihan dan Pendidikan 2016<br>GRI 404: Training and Education 2016 | 404-1 | Rata-rata jam pelatihan per tahun per karyawan<br>Average hours of training per year per employee |
| | | | 404-2 | Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan<br>Programs for upgrading employee skills and transition assistance programs |
| | | | 404-3 | Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir<br>Percentage of employees receiving regular performance and career development reviews |
| | | GRI 302: Energi 2016<br>GRI 302: Energy 2016 | 302-1 | Konsumsi energi di dalam organisasi<br>Energy Consumption Within the Organization |
| | | | 302-2 | Konsumsi energi di luar organisasi<br>Energy Consumption Outside the Organization |
| | | | 302-3 | Intensitas energi<br>Energy Intensity |
| | | | 302-4 | Reduksi konsumsi energi<br>Reduction of Energy Consumption |
| | | | 302-5 | Pengurangan kebutuhan energi dari produk dan jasa<br>Reduction of Energy Demand from Products and Services |
| | | GRI 403: Kesehatan dan Keselamatan Kerja 2018<br>GRI 403: Occupational Health and Safety 2018 | 403-1 | Sistem manajemen kesehatan dan keselamatan kerja<br>Occupational Health and Safety Management System |
| | | | 403-2 | Identifikasi bahaya, penilaian risiko, dan investigasi insiden<br>Hazard Identification, Risk Assessment, and Incident Investigation |
| | | | 403-3 | Layanan kesehatan kerja<br>Occupational Health Services |
| | | | 403-4 | Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja<br>Worker participation, consultation, and communication on occupational health and safety |
| | | | 403-5 | Pelatihan pekerja tentang kesehatan dan keselamatan kerja<br>Worker training on occupational health and safety |
| | | | 403-7 | Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait dengan hubungan bisnis<br>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships |
| | | | 403-8 | Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja<br>Workers covered by an occupational health and safety management system |

| Logo | Tujuan<br>Objective | Relevansi GRI Standards<br>Relevance of GRI Standards | *Disclosure* | Judul Indikator<br>Indicator Title |
|---|---|---|---|---|
| | | | 403-9 | Kecelakaan kerja<br>Work-related injuries |
| | | | 403-10 | Penyakit akibat kerja<br>Work-related ill health |
| | Membangun infrastruktur yang tangguh, meningkatkan industri inklusif dan berkelanjutan, serta mendorong inovasi.<br>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation | GRI 201: Kinerja Ekonomi 2016<br>GRI 201: Economic Performance 2016 | 201-1 | Nilai ekonomi langsung yang dihasilkan dan didistribusikan<br>Direct Economic Value Generated and Distributed |
| | Mengurangi Kesenjangan Intra dan Antar Negara<br>Reduce inequality within and among countries. | GRI 2: Pengungkapan Umum 2021<br>GRI 2: General Disclosures 2021 | 2-7 | Karyawan<br>Employees |
| | | GRI 404: Pelatihan dan Pendidikan 2016<br>GRI 404: Training and Education 2016 | 404-1 | Rata-rata jam pelatihan per tahun per karyawan<br>Average hours of training per year per employee |
| | | | 404-3 | Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir<br>Percentage of employees receiving regular performance and career development reviews |
| | Menjadikan kota dan pemukiman inklusif, aman, tangguh dan berkelanjutan<br>Make cities and human settlements inclusive, safe, resilient and sustainable. | | | |
| | Menjamin pola produksi dan konsumsi yang bertanggung jawab<br>Ensure sustainable consumption and production patterns. | GRI 302: Energi 2016<br>GRI 302: Energy 2016 | 302-1 | Konsumsi energi di dalam organisasi<br>Energy Consumption Within the Organization |
| | | | 302-2 | Konsumsi energi di luar organisasi<br>Energy Consumption Outside the Organization |
| | | | 302-3 | Intensitas energi<br>Energy Intensity |
| | | | 302-4 | Reduksi konsumsi energi<br>Reduction of Energy Consumption |
| | | | 302-5 | Pengurangan kebutuhan energi dari produk dan jasa<br>Reduction of Energy Demand from Products and Services |
| | | GRI 305: Emisi 2016<br>GRI 305: Emissions 2016 | 305-1 | Emisi GRK Langsung (Cakupan 1)<br>Direct (Scope 1) GHG emissions |
| | | | 305-2 | Energi tidak langsung (Cakupan 2) Emisi GRK<br>Energy indirect (Scope 2) GHG emissions |
| | | | 305-3 | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions |
| | | | 305-6 | Emisi zat perusak ozon (BPO)<br>Emissions of ozone-depleting substances (ODS) |
| | | | 305-7 | Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya<br>Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions |

| Logo | Tujuan<br>Objective | Relevansi GRI Standards<br>Relevance of GRI Standards | *Disclosure* | Judul Indikator<br>Indicator Title |
|---|---|---|---|---|
| | Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya karena perubahan iklim adalah tantangan global yang memengaruhi setiap orang.<br>Take urgent action to combat climate change and its impacts is a global challenge that affects everyone. | GRI 201: Kinerja Ekonomi 2016<br>GRI 201: Economic Performance 2016 | 201-2 | Implikasi finansial serta risiko dan peluang lain akibat perubahan iklim<br>Financial implications and other risks and opportunities due to climate change |
| | | GRI 302: Energi 2016<br>GRI 302: Energy 2016 | 302-1 | Konsumsi energi di dalam organisasi<br>Energy Consumption Within the Organization |
| | | | 302-2 | Konsumsi energi di luar organisasi<br>Energy Consumption Outside the Organization |
| | | | 302-3 | Intensitas energi<br>Energy Intensity |
| | | | 302-4 | Reduksi konsumsi energi<br>Reduction of Energy Consumption |
| | | | 302-5 | Pengurangan kebutuhan energi dari produk dan jasa<br>Reduction of Energy Demand from Products and Services |
| | | GRI 305: Emisi 2016<br>GRI 305: Emissions 2016 | 305-1 | Emisi GRK Langsung (Cakupan 1)<br>Direct (Scope 1) GHG emissions |
| | | | 305-2 | Energi tidak langsung (Cakupan 2) Emisi GRK<br>Energy indirect (Scope 2) GHG emissions |
| | | | 305-3 | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions |
| | | | 305-4 | Intensitas Emisi GRK<br>GHG emissions intensity |
| | | | 305-5 | Pengurangan emisi GRK<br>Reduction of GHG emissions |
| | Melestarikan dan memanfaatkan secara berkelanjutan sumber daya kelautan dan samudra untuk pembangunan berkelanjutan<br>Conserve and sustainably use the oceans, seas and marine resources for sustainable development. | GRI 305: Emisi 2016<br>GRI 305: Emissions 2016 | 305-1 | Emisi GRK Langsung (Cakupan 1)<br>Direct (Scope 1) GHG emissions |
| | | | 305-2 | Energi tidak langsung (Cakupan 2) Emisi GRK<br>Energy indirect (Scope 2) GHG emissions |
| | | | 305-3 | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions |
| | | | 305-4 | Intensitas Emisi GRK<br>GHG emissions intensity |
| | | | 305-5 | Pengurangan emisi GRK<br>Reduction of GHG emissions |
| | | | 305-7 | Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya<br>Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions |

| Logo | **Tujuan** Objective | **Relevansi GRI Standards** Relevance of GRI Standards | ***Disclosure*** | **Judul Indikator** Indicator Title |
|---|---|---|---|---|
| | Melindungi, Merestorasi dan Meningkatkan Pemanfaatan Berkelanjutan Ekosistem Daratan, Mengelola Hutan Secara Lestari, Menghentikan Penggurunan, Memulihkan Degradasi lahan, serta Menghentikan Kehilangan Keanekaragaman Hayati<br>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. | GRI 305: Emisi 2016<br>GRI 305: Emissions 2016 | 305-1 | Emisi GRK Langsung (Cakupan 1)<br>Direct (Scope 1) GHG emissions |
| | | | 305-2 | Energi tidak langsung (Cakupan 2) Emisi GRK<br>Energy indirect (Scope 2) GHG emissions |
| | | | 305-3 | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions |
| | | | 305-4 | Intensitas Emisi GRK<br>GHG emissions intensity |
| | | | 305-5 | Pengurangan emisi GRK<br>Reduction of GHG emissions |
| | | | 305-7 | Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya<br>Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions |
| | Menguatkan Masyarakat yang Inklusif dan Damai untuk Pembangunan Berkelanjutan, Menyediakan Akses Keadilan untuk Semua, dan Membangun Kelembagaan yang Efektif, Akuntabel, dan Inklusif di Semua Tingkatan<br>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. | GRI 2: Pengungkapan Umum 2021<br>GRI 2: General Disclosures 2021 | 2-9 | Struktur dan komposisi tata kelola<br>Governance structure and composition |
| | | | 2-10 | Nominasi dan pemilihan badan tata kelola tertinggi<br>Nomination and selection of the highest governance body |
| | | | 2-11 | Ketua badan tata kelola tertinggi<br>Chair of the Highest Governance Body |
| | | | 2-12 | Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak<br>Role of the highest governance body in overseeing the management of impacts |
| | | | 2-15 | Benturan kepentingan<br>Conflict of Interest |
| | | | 2-16 | Komunikasi hal-hal penting<br>Communication of critical concerns |
| | | | 2-23 | Komitmen kebijakan<br>Policy Commitments |
| | | | 2-25 | Proses untuk memulihkan dampak negatif<br>Processes to remediate negative impacts |
| | | | 2-26 | Mekanisme pemberian umpan balik/saran dan menyampaikan kekhawatiran<br>Mechanisms for seeking advice and raising concerns |
| | | | 2-29 | Pendekatan keterlibatan pemangku kepentingan<br>Approach to stakeholder engagement |
| | | GRI 205: Anti Korupsi 2016<br>GRI 205: Anti-Corruption 2016 | 205-1 | Operasi-operasi yang dinilai memiliki risiko terkait korupsi<br>Operations assessed for risks related to corruption |
| | | | 205-2 | Komunikasi dan pelatihan tentang kebijakan dan prosedur anti korupsi<br>Communication and training about anti-corruption policies and procedures |
| | | | 205-3 | Insiden korupsi yang terbukti dan tindakan yang diambil<br>Confirmed incidents of corruption and actions taken |

| Logo | Tujuan<br>Objective | Relevansi GRI Standards<br>Relevance of GRI Standards | *Disclosure* | Judul Indikator<br>Indicator Title |
|---|---|---|---|---|
| | | GRI 403: Kesehatan dan Keselamatan Kerja 2018<br>GRI 403: Occupational Health and Safety 2018 | 403-4 | Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja<br>Worker participation, consultation, and communication on occupational health and safety |
| | | | 403-9 | Kecelakaan kerja<br>Work-related injuries |
| | | | 403-10 | Penyakit akibat kerja<br>Work-related ill health |
| | | GRI 416: Kesehatan dan Keselamatan Pelanggan 2016<br>GRI 416: Customer Health and Safety 2016 | 416-2 | Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa<br>Incidents of non-compliance concerning the health and safety impacts of products and services |
| | Menguatkan Sarana Pelaksanaan dan Merevitalisasi Kemitraan Global untuk Pembangunan Berkelanjutan<br>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development | | | |

# 2025

**Laporan Keberlanjutan**
Sustainability Report


**PT Jasa Marga (Persero) Tbk**

**Kantor Pusat**

Plaza Tol Taman Mini Indonesia Indah
Jakarta, 13550 Indonesia
Telp : +6221 841 3630, +6221 841 3526

www.jasamarga.com