



CONSTRUCTION & INVESTMENT



Strengthening Foundation, Balancing Business Risks

Menguatkan Fondasi, Menyeimbangkan Risiko Bisnis

Laporan Tahunan 2025 Annual Report

Tanggung Jawab atas Laporan Tahunan 2025

Responsibility for 2025 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT PP (Persero) Tbk Tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, hereby declared that all of the information presented in this Annual Report of PT PP (Persero) Tbk Year 2025 have been written comprehensively and that we shall assume full responsibility for the accuracy of this Company's Annual Report.

This statement is made truthfully.

Jakarta, 27 April 2026
Jakarta, April 27, 2026

Dewan Komisaris Board of Commissioners



Dhony Rahajoe

Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently Independent Commissioner



Istiono

Komisaris Independen
Independent Commissioner



Jaya Kesuma

Komisaris Independen
Independent Commissioner



Ernadhi Sudarmanto

Komisaris
Commissioner



Hedy Rahadian

Komisaris
Commissioner



Pundjung Setya Brata

Komisaris Independen
Independent Commissioner

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT PP (Persero) Tbk Tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

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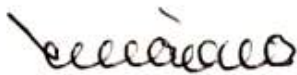
This statement is made truthfully.

Jakarta, 27 April 2026
Jakarta, April 27, 2026

Direksi
Board of Directors



Novel Arsyad
Direktur Utama
President Director



Agus Purbianto
Direktur Keuangan
Director of Finance



I Gede Upeksha Negara
Direktur Strategi Korporasi dan HCM
Director of Corporate Strategy and HCM



Tommy Wiranata Anwar
Direktur Manajemen Risiko dan Legal
Director of Risk Management and Legal



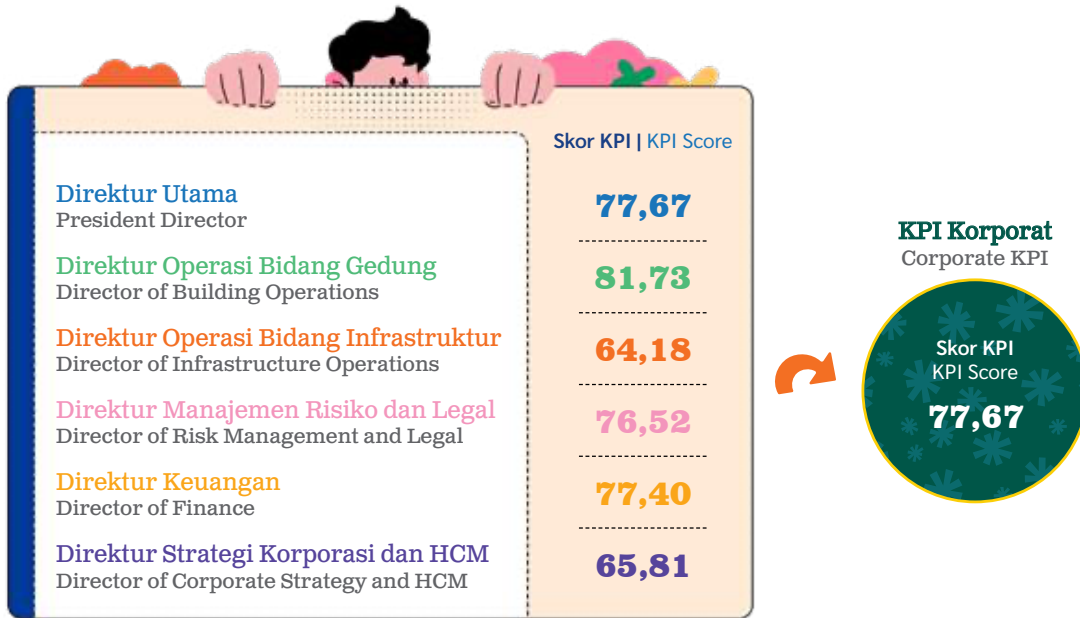
Yuyus Juarsa
Direktur Operasi Bidang Gedung
Director of Building Operations



Yul Ari Pramuraharjo
Direktur Operasi Bidang Infrastruktur
Director of Infrastructure Operations

Di samping itu, Perusahaan juga memiliki penilaian Direksi per Direktorat, dengan aspek penilaian yang memiliki perbedaan satu dengan lainnya. Berikut disampaikan realisasi penilaian kinerja per Direktorat dan hasil skor KPI Korporat PTTP tahun 2025.

In addition, the Company has assessments of the Board of Directors per Directorate, with the assessment aspects that are slightly different from one another. the following shows the realization of the performance assessment per Directorate and the results of the PTTP Corporate KPI score in 2025.



Remunerasi Dewan Komisaris dan Direksi

Remunerasi bagi Dewan Komisaris dan Direksi ditetapkan oleh RUPS mengacu pada Keputusan Pemegang Saham. Penghasilan Dewan Komisaris dan Direksi meliputi remunerasi dan berbagai tunjangan serta tantiem yang diberikan berdasarkan kinerja dan pencapaian Perusahaan, sebagaimana diatur dalam peraturan dan perundang-undangan yang berlaku.

Kebijakan penetapan remunerasi bagi Dewan Komisaris dan Direksi merujuk pada:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas Pasal 113;
2. Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
3. Surat Keputusan Menteri BUMN No. SK-197/MBU/08/2024 tanggal 22 Agustus 2024 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2024;
4. Surat Asisten Deputi Bidang Jasa Infrastruktur Kementerian BUMN No. SR-292/Wk.MBU.10/08/2024 tanggal 23 Agustus 2024 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Pembangunan Perumahan (Persero) Tbk tahun 2024;

Remuneration of the Board of Commissioners and the Board of Directors

Remuneration for the Board of Commissioners and the Board of Directors is determined by the GMS by referring to the Shareholders' Resolutions. The income of the Board of Commissioners and the Board of Directors includes Remuneration, Allowances, and Bonuses, and is given according to the Company's performance and achievements, as stipulated in prevailing laws and regulations.

The policy for determining remuneration for the Board of Commissioners and the Board of Directors refers to:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, Article 113;
2. SOE Minister Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises;
3. SOE Minister Decree No. SK-197/MBU/08/2024 dated August 22, 2024, on Determination of the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises in 2024;
4. Letter of the Business Infrastructure Undersecretary Assistant of the SOE Ministry No. SR-292/Wk.MBU.10/08/2024 dated August 23, 2024, on the Determination of the Salary of the Board of Directors and Board of Commissioners of PT Pembangunan Perumahan (Persero) Tbk for the year 2024;

5. Surat Badan Pengelola Investasi Daya Anagata Nusantara Republik Indonesia (Danantara) No. S-063/DI-BP/VII/2025 perihal Pemberian Tantiem, Insentif, dan/atau Penghasilan dalam Bentuk Lainnya kepada Direksi dan Dewan Komisaris BUMN dan Anak Usaha BUMN; dan
6. Anggaran Dasar Perusahaan.

Prosedur dan Mekanisme Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Prosedur penetapan remunerasi Anggota Dewan Komisaris dan Direksi Perusahaan mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Penetapan remunerasi Dewan Komisaris dan Direksi mengacu pada hasil RUPS dengan memperhatikan hasil kajian yang telah dilakukan oleh Perusahaan.

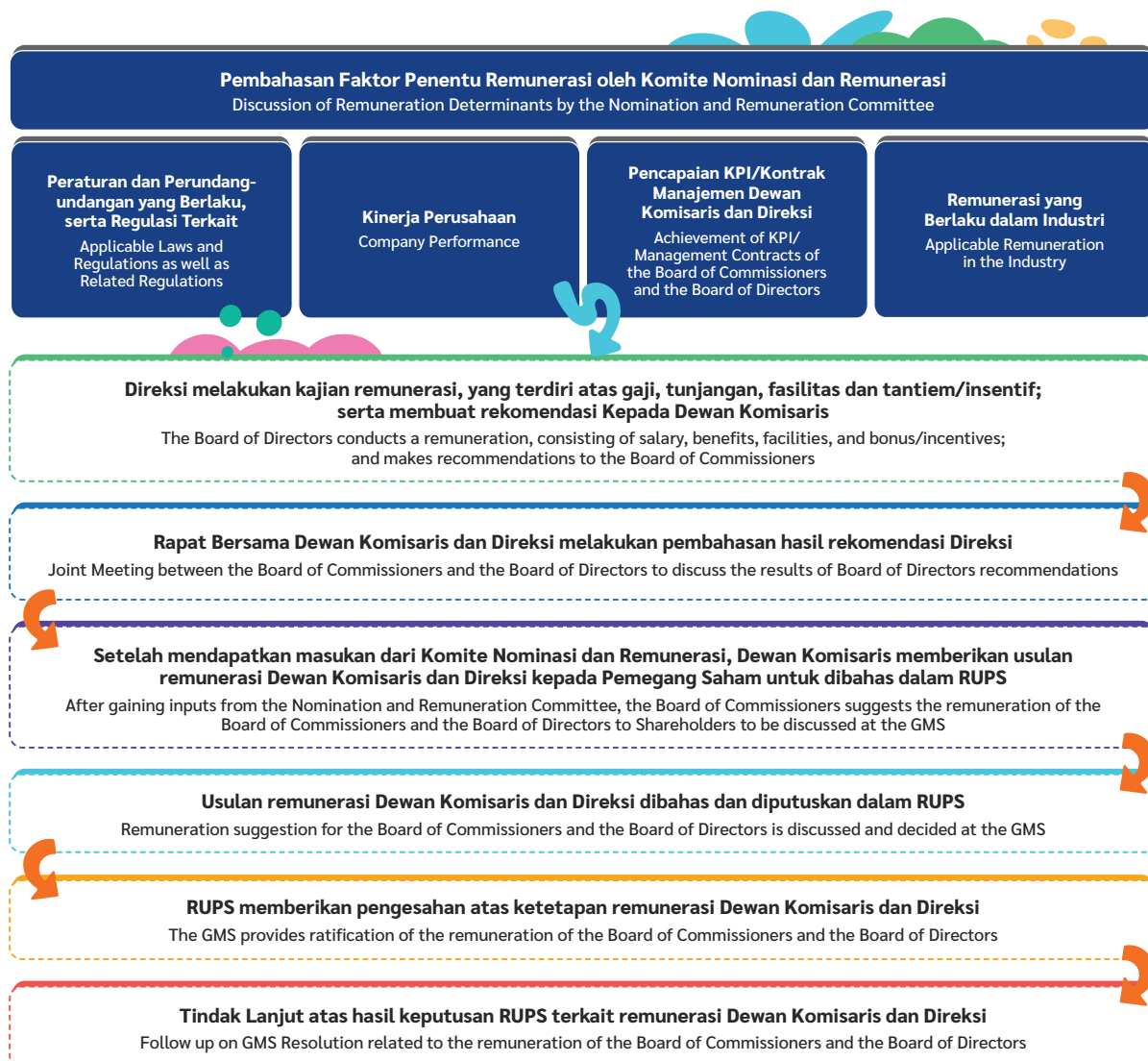
5. Daya Anagata Nusantara Investment Agency Management Board (Danantara) Letter No. S-063/DI-BP/VII/2025 on the Granting of Tantiem, Incentives, and/or Other Forms of Compensation to the Board of Directors and Board of Commissioners of SOEs and their Subsidiaries; and
6. Articles of Association of the Company.

Procedure and Mechanism from Suggestion to Determination of Remuneration of the Board of Commissioners and the Board of Directors

The procedure for determining the remuneration of members of the Board of Commissioners and the Board of Directors refers to the SOE Minister Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises. Determination of remuneration for the Board of Commissioners and the Board of Directors refers to GMS resolutions, considering the results of studies conducted by the Company.

Bagan Mekanisme Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Chart of the Mechanism for Proposing and Determining Remuneration for the Board of Commissioners and the Board of Directors



Remunerasi bagi anggota Dewan Komisaris dan Direksi ditetapkan berdasarkan formula yang telah ditentukan oleh Pemegang Saham. Proses penetapan tersebut dilakukan dengan mempertimbangkan hasil kajian dan rekomendasi Dewan Komisaris, termasuk masukan dari Komite Nominasi dan Remunerasi, sebelum akhirnya diputuskan melalui Rapat Umum Pemegang Saham (RUPS) Tahunan.

Struktur Remunerasi Dewan Komisaris dan Direksi

Berdasarkan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023, komponen penghasilan Dewan Komisaris dan Direksi terdiri dari:

- Remunerasi Dewan Komisaris
 - » Honorarium;
 - » Tunjangan;
 - » Fasilitas;
 - » Tantiem/Insentif Kinerja; dan
 - » Pajak atas Honorarium, Tunjangan dan Fasilitas bagi Dewan Komisaris ditanggung dan menjadi beban Perusahaan. Sedangkan pajak atas Tantiem/Insentif Kinerja bagi Dewan Komisaris ditanggung dan menjadi beban masing-masing anggota Dewan Komisaris.
- Remunerasi Direksi
 - » Gaji;
 - » Tunjangan;
 - » Fasilitas;
 - » Tantiem/Insentif Kinerja; dan
 - » Pajak atas Gaji, Tunjangan dan Fasilitas bagi Direksi ditanggung dan menjadi beban Perusahaan. Sedangkan pajak atas Tantiem/Insentif Kinerja bagi Direksi ditanggung dan menjadi beban masing-masing Direksi.

Struktur remunerasi dan komponennya bagi Dewan Komisaris dan Direksi disampaikan sebagai berikut:

Struktur Remunerasi Dewan Komisaris Remuneration Structure of the Board of Commissioners

- **Honorarium Dewan Komisaris**
Adalah penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Dewan Komisaris Perusahaan, dengan ketentuan sebagai berikut:
 - » Perhitungan honorarium Komisaris Utama sebesar 45% dari gaji Direktur Utama;
 - » Perhitungan honorarium Komisaris sebesar 90% dari honorarium Komisaris Utama.
- **Honorarium of the Board of Commissioners**
A fixed income in the form of money received monthly because of their position as a member of the Company's Board of Commissioners, with the following provisions:
 - » The calculation of the President Commissioner's honorarium is 45% of the President Director's salary;
 - » The calculation of the Commissioner's honorarium is 90% of the President Commissioner's honorarium.

Remuneration for members of the Board of Commissioners and the Board of Directors is determined based on a formula established by the Shareholders. The determination process takes into account the study results and recommendations of the Board of Commissioners, including input from the Nomination and Remuneration Committee, before being ultimately decided at the Annual General Meeting of Shareholders (AGMS).

Remuneration Structure of the Board of Commissioners and the Board of Directors

Based on SOE Minister Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, the components of income of the Board of Commissioners and the Board of Directors consist of:

- Remuneration of the Board of Commissioners
 - » Honorarium;
 - » Benefits;
 - » Facilities;
 - » Bonus/Performance Incentive; and
 - » Taxes on Honorarium, Benefits, and Facilities for the Board of Commissioners are borne by the Company. Meanwhile, the tax on performance bonus/incentives for the Board of Commissioners is borne by each member of the Board of Commissioners.
- Remuneration of the Board of Directors
 - » Salary;
 - » Benefits;
 - » Facilities;
 - » Tantiem/Performance Incentive; and
 - » Taxes on Salary, Benefits, and Facilities for the Board of Directors are borne by the Company. Meanwhile, the tax on performance bonuses/incentives for the Board of Directors is borne by each member of the Board of Directors.

The remuneration structure and components for the Board of Commissioners and the Board of Directors are as follows:

Struktur Remunerasi Direksi Remuneration Structure of the Board of Commissioners

- **Gaji Direksi**
Adalah penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi Perusahaan, dengan ketentuan sebagai berikut:
 - » Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh Menteri BUMN selaku kuasa Pemegang Saham Utama/Pengendali;
 - » Perhitungan gaji Direktur lainnya sebesar 85% dari gaji Direktur Utama.
- **Salary of the Board of Directors**
A fixed income in the form of money received monthly due to their position as members of the Company's Board of Directors, with the following provisions:
 - » The salary of the President Director is determined using internal guidelines set by the SOE Minister as the authority of the Major/Controlling Shareholder;
 - » The calculation of other Directors' salaries is 85% of the President Director's salary.

Struktur Remunerasi Dewan Komisaris Remuneration Structure of the Board of Commissioners

- **Tunjangan Dewan Komisaris**
Adalah penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Dewan Komisaris selain Honorarium, yang dapat berupa:
 - » Tunjangan Hari Raya, diberikan paling banyak 1 (satu) kali penghasilan tetap per bulan di setiap tahunnya;
 - » Tunjangan Transportasi, diberikan 1 (satu) kali setiap bulannya sebesar 20% dari perhitungan honorarium;
 - » Asuransi Purna Jabatan, diberikan dengan ketentuan premi yang ditanggung Perusahaan paling banyak 25% dari honorarium per tahun.
- **Benefits for the Board of Commissioners**
Income in the form of money or which can be valued with money received at a certain time by members of the Board of Commissioners other than Honorarium, in the form of:
 - » Holiday allowance, given at most one time of fixed income per month every year;
 - » Transportation Benefit, given once a month at 20% of the honorarium calculation;
 - » Post-Employment Insurance, given under the condition that the Company pays the premium at a maximum of 25% of the annual honorarium.
- **Fasilitas Dewan Komisaris**
Adalah penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Dewan Komisaris dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:
 - » Fasilitas Kesehatan, diberikan dalam bentuk kepesertaan asuransi/penggantian biaya dan pemeriksaan kesehatan secara medis (*medical check-up*);
 - » Fasilitas Bantuan Hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan Perusahaan.
- **Facilities for the Board of Commissioners**
Income in the form of facilities and/or benefits and/or guarantees used/utilized by members of the Board of Commissioners in conducting their duties, authorities, obligations, and responsibilities per the laws and regulations, which can be in the form of:
 - » Medical facilities, given in the form of insurance membership/reimbursement of medical expenses and and medical health check-ups;
 - » Legal Aid Facilities, given if necessary, in the event of actions for and on behalf of the position relating to the Company.

Struktur Remunerasi Direksi Remuneration Structure of the Board of Commissioners

- **Tunjangan Direksi**
Adalah penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Direksi selain Gaji, yang dapat berupa:
 - » Tunjangan Hari Raya, diberikan paling banyak 1 (satu) kali penghasilan tetap per bulan di setiap tahunnya;
 - » Tunjangan Perumahan, diberikan 1 (satu) kali setiap bulannya;
 - » Asuransi Purna Jabatan, diberikan dengan ketentuan premi yang ditanggung Perusahaan paling banyak 25% dari gaji per tahun.
- **Benefits for the Board of Directors**
Income in the form of money or which can be valued with money received at a certain time by members of the Board of Directors other than Salary, in the form of:
 - » Holiday allowance, given at most one time of fixed income per month every year;
 - » Housing Benefit, given one time each month;
 - » Operational Benefit, given one time each month;
 - » Post-Employment Insurance, given under the condition that the Company pays the premium at a maximum of 25% of the annual honorarium.
- **Fasilitas Direksi**
Adalah penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:
 - » Fasilitas Kendaraan, diberikan sebanyak 1 (satu) unit kendaraan dinas beserta biaya pemeliharaan dan operasional dengan spesifikasi dan standar sesuai Faktor Jabatan;
 - » Fasilitas Kesehatan, diberikan dalam bentuk kepesertaan asuransi/penggantian biaya pengobatan dan pemeriksaan kesehatan secara medis (*medical check-up*);
 - » Fasilitas Bantuan Hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan Perusahaan.
- **Facilities for the Board of Directors**
Income in the form of facilities and/or benefits and/or guarantees used/utilized by members of the Board of Directors in conducting their duties, authorities, obligations, and responsibilities per the laws and regulations, which can be in the form of:
 - » Vehicle Facilities, one unit of the official vehicle is provided along with maintenance and operational costs with specifications and standards according to their Position;
 - » Medical facilities, given in the form of insurance membership/reimbursement of medical expenses;
 - » Legal Aid Facilities, given if necessary, in the event of actions for and on behalf of the position relating to the Company.

Struktur Remunerasi Dewan Komisaris Remuneration Structure of the Board of Commissioners

- **Tantiem/Insentif Kinerja Dewan Komisaris**
 - » Tantiem adalah Penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Perusahaan dapat memberikan Tantiem kepada anggota Dewan Komisaris berdasarkan penetapan RUPS, apabila:
 - a. Opini yang diterbitkan oleh auditor adalah Wajar Tanpa Pengecualian (WTP);
 - b. Realisasi tingkat kesehatan paling rendah sama dengan peringkat BBB tanpa memperhitungkan beban/keuntungan akibat tindakan Direksi BUMN sebelumnya dan/atau di luar pengendalian Direksi BUMN;
 - c. Capaian KPI paling rendah sebesar 80% (delapan puluh persen) tanpa memperhitungkan di luar pengendalian Direksi BUMN; dan
 - d. Kondisi BUMN yang bersangkutan tidak semakin merugi dari tahun sebelumnya untuk BUMN dalam kondisi rugi, atau BUMN tidak menjadi rugi dari sebelumnya dalam kondisi untung tanpa memperhitungkan di luar pengendalian Direksi BUMN.
 - » Insentif Kinerja adalah Penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris.
 - » Perhitungan Tantiem/Insentif Kinerja bagi Dewan Komisaris adalah sebagai berikut:
 - Perhitungan Tantiem/Insentif Kinerja Komisaris Utama sebesar 45% dari Tantiem/Insentif Kinerja Direktur Utama;
 - Perhitungan Komisaris lainnya sebesar 90% dari Tantiem/Insentif Kinerja Komisaris Utama.

Berdasarkan Surat Kepala Badan Pelaksana BPI Danantara No. S-063/DI-BP/VII/2025 tanggal 30 Juli 2025 perihal Pemberian Tantiem, Insentif, dan/atau Penghasilan dalam Bentuk Lainnya kepada Direksi dan Dewan Komisaris BUMN dan Anak Usaha BUMN, anggota Dewan Komisaris BUMN dan Anak Usaha BUMN tidak diperkenankan mendapatkan tantiem, insentif (baik dalam bentuk insentif kinerja, insentif khusus, dan/atau insentif jangka panjang) dan/atau penghasilan dalam bentuk lainnya yang dikaitkan dengan kinerja perusahaan, berlaku sejak tahun buku 2025.

Struktur Remunerasi Direksi Remuneration Structure of the Board of Commissioners

- **Tantiem/Insentif Kinerja Direksi**
 - » Tantiem, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi BUMN apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Perusahaan dapat memberikan Tantiem kepada anggota Direksi berdasarkan penetapan RUPS, apabila:
 - » Opini yang diterbitkan oleh auditor adalah Wajar Tanpa Pengecualian (WTP);
 - » Realisasi tingkat kesehatan paling rendah sama dengan peringkat BBB tanpa memperhitungkan beban/keuntungan akibat tindakan Direksi BUMN sebelumnya dan/atau di luar pengendalian Direksi BUMN;
 - » Capaian KPI paling rendah sebesar 80% (delapan puluh persen) tanpa memperhitungkan di luar pengendalian Direksi BUMN; dan
 - » Kondisi BUMN yang bersangkutan tidak semakin merugi dari tahun sebelumnya untuk BUMN dalam kondisi rugi, atau BUMN tidak menjadi rugi dari sebelumnya dalam kondisi untung tanpa memperhitungkan di luar pengendalian Direksi BUMN.
 - » Insentif Kinerja, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi apabila terjadi peningkatan kinerja walaupun masih mengalami kerugian atau akumulasi kerugian.
 - » Perhitungan Tantiem/Insentif Kinerja bagi Direksi adalah sebagai berikut:
 - Tantiem/Insentif Kinerja Direktur Utama ditetapkan dengan menggunakan pedoman yang ditetapkan oleh Menteri BUMN selaku kuasa Pemegang Saham Utama/Pengendali;
 - Perhitungan Tantiem/Insentif Kinerja Direktur lainnya sebesar 85% Tantiem/Insentif Kinerja gaji Direktur Utama.

Struktur Remunerasi Dewan Komisaris**Remuneration Structure of the Board of Commissioners**

- **Tantiem/Performance Incentive of the Board of Commissioners**
 - » Tantiem is Income as an award given to members of the Board of Commissioners if they receive profits and do not have accumulated losses. The Company may provide Tantiem to members of the Board of Commissioners based on the GMS, if:
 - a. The opinion issued by the auditor is Unqualified Opinion;
 - b. The realized soundness level is at least equivalent to a BBB rating, excluding expenses/gains resulting from actions of previous SOE Directors and/or matters beyond the control of the SOE Directors;
 - c. The KPI achievement is at least 80% (eighty percent), excluding factors beyond the control of the SOE Directors; and
 - d. The condition of the respective SOE does not incur greater losses compared to the previous year for SOEs in a loss position, or does not shift from a profit position to a loss position, excluding factors beyond the control of the SOE Directors.
 - » Performance Incentives are income in the form of awards given to members of the Board of Commissioners;
 - » Tantiem/Performance Incentive Calculation for the Board of Commissioners are as follows:
 - The Calculation of Tantiem/Performance Incentive for the President Commissioner is 45% of the Tantiem/Performance Incentive for the President Director;
 - The Calculation for other Commissioners is 90% of the Tantiem/Performance Incentive for the President Commissioner.

Based on the Letter of the Head of the Danantara BPI Executive Agency No. S-063/DI-BP/VII/2025 dated 30 July 2025 concerning the Provision of Tantiem, Incentives, and/or Other Forms of Income to the Board of Directors and Board of Commissioners of SOEs and SOE Subsidiaries, members of the Board of Commissioners of SOEs and SOE Subsidiaries are not permitted to receive tantiem, incentives (whether in the form of performance incentives, special incentives, and/or long-term incentives), and/or other forms of income linked to the Company's performance, effective from the 2025 financial year.

- Tidak ada komponen lainnya (komponen yang dimaksud, seperti bonus non kinerja, opsi saham, asuransi, dll)
- No other components (concerning components such as nonperformance bonuses, stock options, insurance, etc.)

Selain struktur dan komponen di atas, Perusahaan tidak memberikan remunerasi dalam bentuk lainnya. Perusahaan juga tidak memiliki kebijakan opsi saham bagi Dewan Komisaris dan Direksi.

Struktur Remunerasi Direksi**Remuneration Structure of the Board of Commissioners**

- **Tantiem/Performance Incentive of the Board of Directors**
 - » Tantiem is income as an award given to members of the Board of Directors if they receive profits and do not have accumulated losses. The Company may provide Tantiem to members of the Board of Directors based on the determination of the GMS,
 - » The opinion issued by the auditor is Unqualified (WTP);
 - » The realization of the soundness rating is at least equivalent to a BBB rating, not taking into account losses/profits due to actions by the previous Board of Directors of the SOE and/or beyond the control of the Board of Directors of the SOE;
 - » The achievement of Key Performance Indicators (KPI) is at least 80%, not considering factors outside the control of the Board of Directors of the SOE; and
 - » The condition of the SOE in question has not suffered increased losses compared to the previous year for SOEs in loss conditions, or the SOE has not turned to loss from a profit situation, not taking into account factors beyond the control of the Board of Directors of the SOE.
 - » Performance Incentives, which are earnings awarded to members of the Board of Directors in recognition of improved performance, even if the company is still experiencing losses or accumulated losses.
 - » The calculation of Tantiem/Performance Incentives for the Board of Directors is as follows:
 - Tantiem/Performance Incentives for the President Director are determined using guidelines set by the SOE Minister as the representative of the Main Shareholder/Controller.
 - The calculation of Tantiem/Performance Incentives for other Directors is 85% of the President Director's Tantiem/Performance Incentives.

- Tidak ada komponen lainnya (komponen yang dimaksud, seperti bonus non kinerja, opsi saham, asuransi, dll)
- No other components (concerning components such as nonperformance bonuses, stock options, insurance, etc.)

In addition to the above structures and components, the Company does not provide remuneration in another form. the Company also does not have a stock option policy for the Board of Commissioners and the Board of Directors.

Hubungan antara Remunerasi Dewan Komisaris dan Direksi dengan Kinerja Perusahaan

Penetapan remunerasi Dewan Komisaris dan Direksi senantiasa mempertimbangkan kinerja Perusahaan serta pencapaian indikator kinerja utama yang telah ditetapkan, guna memastikan keselarasan antara imbal jasa dengan nilai tambah yang dihasilkan bagi pemegang saham dan pemangku kepentingan.

Penetapan Remunerasi Dewan Komisaris dan Direksi yang Dibayarkan Tahun 2025

Berdasarkan keputusan RUPS Tahunan Tahun Buku 2024 yang diselenggarakan pada tanggal 30 April 2025, telah ditetapkan kebijakan terkait pembayaran tantiem atas kinerja Tahun Buku 2024 serta penetapan gaji/honorarium, fasilitas, dan tunjangan lainnya bagi anggota Dewan Komisaris dan Direksi untuk Tahun Buku 2025, dengan rincian sebagai berikut:

1. Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem/insentif kinerja/insentif khusus untuk Tahun Buku 2024, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2025; dan
2. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem/insentif kinerja/insentif khusus untuk Tahun Buku 2024, serta menetapkan gaji, tunjangan, dan fasilitas bagi Direksi untuk tahun 2025.

Menindaklanjuti keputusan RUPS tersebut, Perusahaan telah menyampaikan usulan penetapan gaji/honorarium, fasilitas, dan tunjangan lainnya bagi Direksi dan Dewan Komisaris untuk Tahun Buku 2025, serta usulan tantiem/insentif kinerja atas kinerja Tahun Buku 2024, melalui Surat No. 030/EXT/PP/DU/2025 tanggal 17 Maret 2025 kepada Dewan Komisaris.

Sampai dengan akhir Tahun Buku 2025, Perseroan belum memperoleh persetujuan atau ketentuan lanjutan dari Kementerian BUMN/BP BUMN/Danantara, sehingga remunerasi Dewan Komisaris dan Direksi yang dibayarkan pada Tahun 2025 masih mengacu pada ketentuan remunerasi Tahun 2024.

Relationship between the Remuneration of the Board of Commissioners and Directors and Company Performance

The determination of remuneration for the Board of Commissioners and the Board of Directors consistently takes into account the Company's performance as well as the achievement of the established key performance indicators, in order to ensure alignment between the remuneration provided and the value added generated for shareholders and stakeholders.

Determination of Remuneration for the Board of Commissioners and the Board of Directors in 2025

Based on the resolution of the Annual General Meeting of Shareholders (AGMS) for Financial Year 2024 held on 30 April 2025, policies were established regarding the determination and payment of tantiem for the performance of Financial Year 2024, as well as the determination of salaries/honoraria, facilities, and other allowances for members of the Board of Directors and the Board of Commissioners for Financial Year 2025, with the details as follows:

1. Granting authority and power to the Series A Dwiwarna Stock Shareholders to determine the amount of bonuses/performance incentives/special incentives for the 2024 Fiscal Year, as well as to determine honoraria, allowances, and facilities for members of the Board of Commissioners for 2025; and
2. Granting authority and power to the Board of Commissioners, with prior written approval from Series A Dwiwarna Stock Shareholders, to determine the amount of bonuses/performance incentives/special incentives for the 2024 Fiscal Year, as well as to determine salaries, allowances, and facilities for the Board of Directors for 2025.

Following up on the resolution of the AGMS, the Company submitted a proposal for the determination of salaries/honoraria, facilities, and other allowances for the Board of Directors and the Board of Commissioners for Financial Year 2025, as well as a proposal for tantiem/performance incentives based on the performance of Financial Year 2024, through Letter No. 030/EXT/PP/DU/2025 dated 17 March 2025 to the Board of Commissioners.

As of the end of Financial Year 2025, the Company had not yet obtained approval or further provisions from the Ministry of SOEs/BP BUMN/Danantara; therefore, the remuneration of the Board of Commissioners and the Board of Directors paid in 2025 still refers to the remuneration provisions for 2024.

Transparansi Remunerasi Dewan Komisaris dan Direksi Tahun 2025

Informasi jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

Remuneration Transparency of the Board of Commissioners and Board of Directors in 2025

Information on the nominal amount of remuneration for the Board of Commissioners and the Board of Directors is as follows:

Remunerasi Dewan Komisaris Tahun 2025

Board of Commissioners' Remuneration in 2025

Dewan Komisaris Board of Commissioners	Masa Menjabat di Tahun 2025 Term of Office in 2025	Penghasilan per Bulan Monthly Income		Tunjangan Hari Raya Holiday Allowance
		Honorarium	Tunjangan Transportasi Transportation Allowance	
Dhony Rahajoe Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently as Independent Commissioner	1 tahun penuh 1 full year	✓	✓	✓
Istiono Komisaris Independen Independent Commissioner		✓	✓	✓
Jaya Kesuma Komisaris Independen Independent Commissioner		✓	✓	✓
Pundjung Setya Brata Komisaris Independen Independent Commissioner		✓	✓	✓
Ernadhi Sudarman Komisaris Commissioner		✓	✓	✓
Hedy Rahadian Komisaris Commissioner		✓	✓	✓
Jumlah (Rp) Total (Rp)				

✓ = mendapatkan/dibayarkan; ✗ = tidak mendapatkan
✓ = received/paid; ✗ = did not receive

Remunerasi Direksi Tahun 2025

Board of Directors' Remuneration in 2025

Direksi Board of Directors	Masa Menjabat di Tahun 2025 Term of Office in 2025	Penghasilan per Bulan Monthly Income			Tunjangan Hari Raya Holiday Allowance
		Gaji Salary	Tunjangan Perumahan Housing Allowance	Tunjangan Operasional Operational Allowance	
Novel Arsyad Direktur Utama President Director	1 tahun penuh 1 full year	✓	✓	✓	✓
Agus Purbianto Direktur Keuangan Director of Finance		✓	✓	✓	✓
Yul Ari Pramuraharjo Direktur Operasi bidang Infrastruktur Director of Infrastructure Operations		✓	✓	✓	✓

Pajak Remunerasi yang Ditanggung Perusahaan Remuneration Tax Borne by the Company	Asuransi Purna Jabatan Post-Employment Insurance	Fasilitas Kesehatan Health Facility	Fasilitas Bantuan Hukum Legal Aid Facility	Tantiem/ Insentif Kinerja Tantiem/ Performance Incentive	Jumlah Remunerasi Total Remuneration (Rp)
✓	✓	✓	✓	✗	2.416.413.439
✓	✓	✓	✓	✗	2.737.161.961
✓	✓	✓	✓	✗	2.174.772.095
✓	✓	✓	✓	✗	2.146.176.000
✓	✓	✓	✓	✗	2.737.161.961
✓	✓	✓	✓	✗	2.737.161.961
					14.948.847.417

Pajak Remunerasi yang Ditanggung Perusahaan Remuneration Tax Borne by the Company	Asuransi Purna Jabatan Post-Employment Insurance	Fasilitas Kesehatan Health Facility	Fasilitas Bantuan Hukum Legal Aid Facility	Tantiem/ Insentif Kinerja Tantiem/ Performance Incentive	Jumlah Remunerasi Total Remuneration (Rp)
✓	✓	✓	✓	✗	6.397.224.595
✓	✓	✓	✓	✗	5.487.140.906
✓	✓	✓	✓	✗	5.487.140.906

Direksi Board of Directors	Masa Menjabat di Tahun 2025 Term of Office in 2025	Penghasilan per Bulan Monthly Income			Tunjangan Hari Raya Holiday Allowance
		Gaji Salary	Tunjangan Perumahan Housing Allowance	Tunjangan Operasional Operational Allowance	
Yuyus Juarsa Direktur Operasi bidang Gedung Director of Building Operations		✓	✓	✓	✓
Tommy Wiranata Anwar Direktur Manajemen Risiko dan Legal Director of Risk Management and Legal	1 tahun penuh 1 full year	✓	✓	✓	✓
I Gede Upeksha Negara Direktur Strategi Korporasi dan HCM Director of Corporate Strategy and HCM		✓	✓	✓	✓
Jumlah (Rp) Total (Rp)					

✓ = mendapatkan/dibayarkan; ✗ = tidak mendapatkan
✓ = received/paid; ✗ = did not receive

Perbandingan Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2024 dan 2025

Comparison of the Total Remuneration for the Board of Commissioners and the Board of Directors in 2024 and 2025

Perihal Subject	2025 (Rp)	2024 (Rp)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp)	Persentase Percentage (%)
	(1)	(2)	(3=1-2)	(3/2)
Jumlah Remunerasi Dewan Komisaris Total Remuneration for the Board of Commissioners	14.948.847.417	16.440.879.112	(1.492.031.695)	(9,08)
Jumlah Remunerasi Direksi Total Remuneration for the Board of Directors	31.352.247.313	37.358.130.637	(6.005.883.324)	(16,08)
Jumlah Remunerasi Dewan Komisaris dan Direksi Total Remuneration for the Board of Commissioners and the Board of Directors	46.301.094.730	53.799.009.749	(7.497.915.019)	(13,94)

Rasio Gaji

Informasi mengenai rasio gaji Dewan Komisaris, Direksi, dan karyawan Perusahaan adalah sebagai berikut:

Salary Ratio

Information on the salary ratio of the Board of Commissioners, Board of Directors, and employees of the Company is as follows:

Perbandingan Comparison	2025	2024	2024
Direktur Utama terhadap Direktur President Director to Director	1 : 0,85	1 : 0,85	1 : 0,85
Direktur Utama terhadap Komisaris Utama President Director to President Commissioner	1 : 0,45	1 : 0,45	1 : 0,45
Direktur Utama terhadap Komisaris President Director to Commissioner	1 : 0,41	1 : 0,41	1 : 0,41
Direktur Utama terhadap Karyawan tertinggi President Director to Employee's highest salary	1 : 0,38	1 : 0,27	1 : 0,13

Pajak Remunerasi yang Ditanggung Perusahaan Remuneration Tax Borne by the Company	Asuransi Purna Jabatan Post-Employment Insurance	Fasilitas Kesehatan Health Facility	Fasilitas Bantuan Hukum Legal Aid Facility	Tantien/ Insentif Kinerja Tantien/ Performance Incentive	Jumlah Remunerasi Total Remuneration (Rp)
✓	✓	✓	✓	✗	5.487.140.906
✓	✓	✓	✓	✗	4.246.800.000
✓	✓	✓	✓	✗	4.246.800.000
					31.352.247.313

Perbandingan Comparison	2025	2024	2024
Direktur Utama terhadap Karyawan terendah President Director to Employee's lowest salary	1 : 0,02	1 : 0,02	1 : 0,02
Karyawan tertinggi terhadap Karyawan terendah Employee's Highest to Employee's lowest salary	1 : 0,07	1 : 0,07	1 : 0,15
Karyawan terendah terhadap Upah Minimum Regional Employee's lowest salary to Minimum Regional Wage	1 : 0,98	1 : 0,98	1 : 0,91

Yang dimaksud Karyawan tertinggi pada tabel di atas adalah Jabatan dengan *grade* 23, sementara Karyawan terendah adalah dengan *grade* 12.

The Employees' highest level in the table above is in the 23rd grade, while the Employees' lowest level is in the 12th grade.

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

Hingga akhir tahun 2025, PTPP tidak memiliki kebijakan terkait kompensasi jangka panjang berbasis kinerja. PTPP juga tidak melaksanakan Program Opsi Kepemilikan Saham baik oleh Manajemen atau *Management Stock Option Program* (MSOP) maupun oleh Karyawan atau *Employee Stock Option Program* (ESOP) untuk pemberian kompensasi jangka panjang berbasis kinerja.

Tidak diterapkannya kompensasi jangka panjang berbasis kinerja merupakan bagian dari kebijakan kehati-hatian Perusahaan serta tetap memperhatikan ketentuan peraturan perundang-undangan yang berlaku.

Pengungkapan Transaksi dan Kepemilikan Saham Perusahaan oleh Dewan Komisaris dan Direksi

Kepemilikan saham anggota Dewan Komisaris dan Direksi Perusahaan dan Perusahaan lainnya senantiasa diungkapkan secara berkala melalui daftar kepemilikan

Long-Term Performance-Based Compensation Policy

Until the end of 2025, PTPP does not have any policies related to performance-based long-term compensation. PTPP also does not carry out any Stock Option Programs, neither by the Management (*Management Stock Option Program*–MSOP) nor by Employees (*Employee Stock Option Program*–ESOP), for providing performance-based long-term compensation.

The absence of long-term performance-based compensation is part of the Company's prudential policy and remains in compliance with the applicable laws and regulations.

Disclosure of Share Transactions and Ownership of the Board of Commissioners and Board of Directors

Share ownership of members of the Board of Commissioners and Board of Directors in the Company and other companies is regularly disclosed through a share ownership register

saham anggota Dewan Komisaris dan Direksi. Seluruh anggota Dewan Komisaris dan Direksi wajib menyampaikan keterbukaan transaksi pembelian dan penjualan surat berharga kepada OJK paling lambat 10 hari sejak terjadinya transaksi. Demi menjaga independensi, Komisaris Independen tidak diperkenankan baik langsung maupun tidak langsung memiliki saham Perusahaan sebagaimana ditetapkan dalam *Board Manual*.

Berikut disampaikan transparansi kepemilikan saham Perusahaan oleh Dewan Komisaris dan Direksi dan kepemilikan saham Perusahaan lain di atas 5% oleh Dewan Komisaris dan Direksi Perusahaan yang dapat menimbulkan potensi benturan kepentingan dalam pengambilan keputusan.

of members of the Board of Commissioners and Board of Directors. All members of the Board of Commissioners and Board of Directors must inform the purchase and sale of securities transactions to OJK no later than ten days from the transaction. To maintain their independence, the Independent Commissioners are not allowed, either directly or indirectly, to possess the Company's shares as outlined in the Board Manual.

Below is the data on the Company's shares possessed by the Board of Commissioners and Board of Directors, as well as ownership of other companies over 5% by the Board of Commissioners and Board of Directors, which may create potential conflict in decision-making.

Kepemilikan Saham Dewan Komisaris dan Direksi per 31 Desember 2025

Share Ownership of the Board of Commissioners and the Board of Directors as of December 31, 2025

	Kepemilikan Saham Share Ownership	
	Perusahaan (Kode Saham: PTPP) Company (Ticker Code: PTPP)	Perusahaan Lain > 5% Other Companies >5%
Dewan Komisaris Board of Commissioners		
Dhony Rahajoe (Komisaris Utama merangkap Komisaris Independen) (President Commissioner concurrently as Independent Commissioner)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Istiono (Komisaris Independen) (Independent Commissioner)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Jaya Kesuma (Komisaris Independen) (Independent Commissioner)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Pundjung Setya Brata (Komisaris Independen) (Independent Commissioner)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Emadhi Sudarman (Komisaris) (Commissioner)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Hedy Rahadian (Komisaris) (Commissioner)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Direksi Board of Directors		
Novel Arsyad (Direktur Utama) (President Director)	62.600 lembar; 0,00% 62,600 shares; 0.00%	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Agus Purbianto (Direktur Keuangan) (Director of Finance)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies

Kepemilikan Saham
Share Ownership

	Perusahaan (Kode Saham: PTPP) Company (Ticker Code: PTPP)	Perusahaan Lain > 5% Other Companies >5%
Yul Ari Pramuraharjo (Direktur Operasi bidang Infrastruktur) (Director of Infrastructure Operations)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Yuyus Juarsa (Direktur Operasi bidang Gedung) (Director of Building Operations)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
Tommy Wiranata Anwar (Direktur Manajemen Risiko dan Legal) (Director of Risk Management and Legal)	Tidak memiliki saham PTPP Does not own PTPP shares	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies
I Gede Upeksa Negara (Direktur Strategi Korporasi dan HCM) (Director of Corporate Strategy and HCM)	340.300 lembar; 0,00% 340,300 shares; 0.00%	Tidak memiliki saham Perusahaan Lain Does not own shares in other companies

Sesuai dengan Peraturan OJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi diwajibkan untuk menyampaikan informasi kepada Perusahaan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perusahaan paling lambat 3 (tiga) hari kerja setelah terjadinya transaksi. Selanjutnya, Perusahaan wajib menyampaikan laporan kepada OJK atas transaksi tersebut selambat-lambatnya 10 hari sejak terjadinya transaksi.

Di sepanjang tahun 2025 terdapat perubahan kepemilikan saham Perusahaan oleh Dewan Komisaris dan Direksi. Berkenaan dengan hal tersebut, Perusahaan secara rutin bulanan melaporkan kepemilikan saham melalui keterbukaan informasi di pasar modal.

Pengungkapan Hubungan Afiliasi antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali

Pemegang Saham Utama/Pengendali, Dewan Komisaris dan Direksi saling menghormati pelaksanaan tugas, tanggung jawab dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar. Dewan Komisaris dan Direksi Perusahaan memiliki pedoman dan tata tertib kerja yang mencantumkan antara lain tanggung jawab, kewajiban, wewenang dan hak masing-masing.

Dalam menjalankan fungsinya, Dewan Komisaris bertindak secara independen dan terbebas dari kepentingan pihak manapun. Independensi merupakan aspek yang harus diperhatikan untuk meminimalisir kemungkinan terjadinya benturan kepentingan. Hal tersebut penting agar pengelolaan Perusahaan dilakukan semata-mata untuk kepentingan mencapai tujuan Perusahaan.

Per OJK Regulation No. 11/POJK.04/2017 on the Ownership Report or Any Change in Share Ownership of a Public Company, each member of the Board of Commissioners and Board of Directors is required to submit information to the Company regarding ownership and any change in ownership of the Company's shares no later than three working days after the transaction occurs. Furthermore, the Company is required to submit a report on the transaction to OJK no later than 10 days after the transaction occurred.

Throughout 2025, there was no change in the Company's share ownership by the Board of Commissioners and Board of Directors. In this regard, the Company routinely reports its share ownership every month through disclosure of information on the capital market.

Disclosure of Affiliation between the Board of Directors, Board of Commissioners, and Major and/or Controlling Shareholders

The Major/Controlling Shareholders, Board of Commissioners, and Board of Directors respect each other for the implementation of their respective duties, responsibilities, and authority following the laws and regulations and the Articles of Association. The Board of Commissioners and Board of Directors have work guidelines and procedures that include, among others, their respective responsibilities, obligations, authority, and rights.

In conducting their duties, the Board of Commissioners acted independently and free from any party's interests. The independence aspect needs to be observed to minimize the possibility of a conflict of interest. The Company's management must be conducted solely to achieve the Company's objectives.

Strengthening Foundation, Balancing Business Risks

Menguatkan Fondasi, Menyeimbangkan Risiko Bisnis

Laporan Tahunan 2025 Annual Report



CONSTRUCTION & INVESTMENT

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