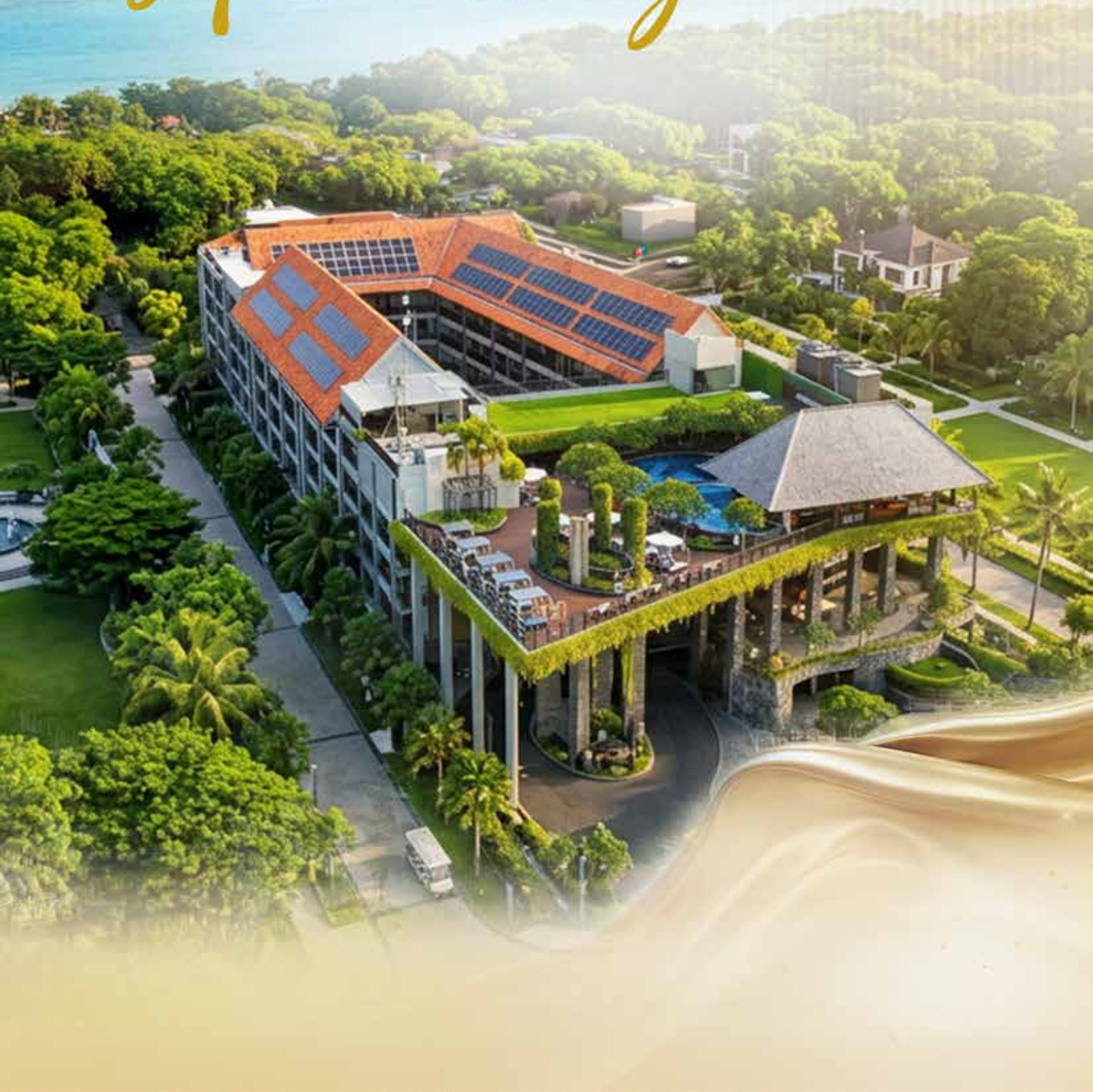


Sustainability in *Harmony*





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Penjelasan Tema

Theme Explanation



Tema “Sustainability in Harmony” mencerminkan komitmen Perseroan dalam menciptakan keseimbangan yang selaras antara pertumbuhan bisnis, pelestarian lingkungan, dan kontribusi sosial yang berkelanjutan. Dalam menjalankan model bisnis sebagai pengembang properti terintegrasi, Perseroan meyakini bahwa keberhasilan jangka panjang hanya dapat dicapai melalui harmonisasi kepentingan seluruh pemangku kepentingan, termasuk pemegang saham, pelanggan, karyawan, mitra usaha, serta masyarakat luas.

Harmoni tersebut diwujudkan melalui integrasi prinsip Environmental, Social, and Governance (ESG) ke dalam strategi dan operasional Perseroan, yang mencakup pengelolaan sumber daya secara bertanggung jawab, pengembangan kawasan yang berorientasi pada efisiensi energi dan kenyamanan penghuni, serta penciptaan nilai sosial melalui pembangunan yang inklusif. Perseroan juga secara konsisten memperkuat tata kelola keberlanjutan guna memastikan bahwa setiap inisiatif dijalankan secara terarah, transparan, dan akuntabel.

Melalui pendekatan yang terintegrasi ini, Perseroan tidak hanya berupaya menjaga keseimbangan antara aspek ekonomi, lingkungan, dan sosial, tetapi juga menciptakan sinergi yang memperkuat ketahanan bisnis serta memberikan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan. Tema ini sekaligus mencerminkan langkah Perseroan dalam membangun ekosistem properti yang adaptif, berdaya saing, dan selaras dengan arah pembangunan berkelanjutan.

The theme “Sustainability in Harmony” reflects the Company’s commitment to fostering a balanced and integrated approach between business growth, environmental stewardship, and social contribution. As an integrated property developer, the Company recognizes that long-term success can only be achieved through the harmonization of stakeholder interests, including shareholders, customers, employees, business partners, and the broader community.

This harmony is realized through the integration of Environmental, Social, and Governance (ESG) principles into the Company’s strategy and operations, encompassing responsible resource management, the development of energy-efficient and livable properties, and the creation of social value through inclusive development. The Company also continuously strengthens its sustainability governance to ensure that all initiatives are implemented in a structured, transparent, and accountable manner.

Through this integrated approach, the Company aims not only to maintain a balance across economic, environmental, and social aspects, but also to create synergy that enhances business resilience and delivers sustainable value for all stakeholders. This theme further represents the Company’s commitment to building an adaptive, competitive, and future-ready property ecosystem aligned with sustainable development objectives.

Pernyataan dan Batasan Tanggung Jawab

Statement and Limitation of Responsibility

Dalam laporan ini, istilah “Perseroan” atau “Perusahaan” mengacu pada PT Pakuwon Jati Tbk sebagai entitas yang bergerak di bidang pembangunan dan pengembangan properti serta real estate. Istilah “kami” digunakan untuk merujuk kepada Perseroan secara umum.

Laporan ini memuat pernyataan berwawasan ke depan (*forward-looking statements*) yang didasarkan pada asumsi dan proyeksi manajemen terkait kondisi keuangan dan non-keuangan (ESG), operasi, strategi, serta rencana Perseroan. Pernyataan tersebut mengandung risiko dan ketidakpastian, sehingga hasil aktual dapat berbeda secara material dari yang diharapkan.

Faktor-faktor yang dapat memengaruhi perbedaan tersebut antara lain meliputi, namun tidak terbatas pada: perubahan kondisi ekonomi, politik, dan lingkungan bisnis; fluktuasi harga dan dinamika pasar; perubahan penawaran dan permintaan; perubahan regulasi dan kebijakan; pergerakan nilai tukar dan suku bunga; tingkat persaingan usaha; penerimaan pasar terhadap penawaran baru; perubahan strategi dan kebijakan internal; serta perubahan asumsi yang mendasari proyeksi.

Perseroan tidak berkewajiban untuk memperbarui pernyataan berwawasan ke depan dalam laporan ini, kecuali diwajibkan oleh peraturan perundang-undangan yang berlaku.

Laporan ini disusun dalam Bahasa Indonesia dan Bahasa Inggris. Apabila terdapat perbedaan penafsiran, maka versi Bahasa Indonesia yang berlaku. Penyajian angka pada tabel menggunakan format Bahasa Indonesia, sedangkan dalam narasi disesuaikan dengan kaidah bahasa yang digunakan.

In this report, the terms “Company” or “the Company” refer to PT Pakuwon Jati Tbk as an entity engaged in property development and real estate. The term “we” refers to the Company in general.

This report contains forward-looking statements based on management’s assumptions and projections regarding financial and non-financial (ESG) conditions, operations, strategies, and plans of the Company. Such statements involve risks and uncertainties, and actual results may differ materially from those anticipated.

Factors that may cause such differences include, but are not limited to: changes in economic, political, and business conditions; price fluctuations and overall market dynamics; changes in supply and demand; regulatory and policy changes; fluctuations in exchange rates and interest rates; business competition; market acceptance of new offerings; changes in internal strategies and policies; and changes in underlying assumptions.

The Company has no obligation to update any forward-looking statements in this report, except as required by applicable laws and regulations.

This report is prepared in Indonesian and English. In the event of any discrepancy, the Indonesian version shall prevail. Numerical presentation in tables follows Indonesian formatting, while narrative figures follow the respective language conventions.



Tentang Laporan

About the Report



Laporan Keberlanjutan PT Pakuwon Jati Tbk disusun sebagai bentuk komitmen Perseroan dalam mengelola aspek ekonomi, lingkungan, dan sosial secara bertanggung jawab, serta sebagai sarana transparansi kepada seluruh pemangku kepentingan. Laporan ini diterbitkan secara terpisah dari Laporan Tahunan namun masih dalam satu kesatuan.



Laporan ini menyajikan kinerja keberlanjutan Perseroan untuk periode pelaporan dari 1 Januari hingga 31 Desember 2025, yang mencakup strategi, kebijakan, implementasi, serta capaian kinerja yang relevan dengan aspek keberlanjutan. Penyusunan laporan ini dilakukan secara tahunan dan diterbitkan setiap bulan April untuk memastikan konsistensi dan keterbandingan informasi dari waktu ke waktu. [GRI 2-3]



Laporan ini disusun dengan mengacu pada standar Global Reporting Initiative yang menggunakan pendekatan referenced reporting, dengan mengungkapkan topik material yang relevan dengan aktivitas usaha Perseroan, serta diselaraskan dengan ketentuan regulator yang berlaku, seperti POJK No. 51/POJK.03/2017, SEOJK No. 16/SEOJK.04.2021, dan Pedoman IDX ESG. Selain itu, laporan ini juga mempertimbangkan praktik terbaik internasional, termasuk pengungkapan terkait perubahan iklim yang selaras dengan prinsip pelaporan berbasis risiko dan peluang.

Dalam penyusunan laporan ini, Perseroan mengacu pada prinsip pelaporan GRI untuk memastikan kualitas dan keandalan informasi yang disajikan, sebagai berikut:

- **Akurasi (Accuracy)** – Informasi disajikan secara tepat dan dapat diverifikasi untuk mencerminkan kinerja Perseroan secara andal.
- **Keseimbangan (Balance)** – Laporan menyajikan informasi secara berimbang, mencakup aspek positif maupun tantangan yang dihadapi Perseroan.
- **Kejelasan (Clarity)** – Informasi disampaikan dengan bahasa yang jelas dan mudah dipahami oleh pemangku kepentingan.
- **Keterbandingan (Comparability)** – Data disajikan secara konsisten antar periode sehingga memungkinkan analisis tren kinerja.
- **Kelengkapan (Completeness)** – Laporan mencakup informasi yang memadai untuk mencerminkan dampak signifikan Perseroan.

The Sustainability Report of PT Pakuwon Jati Tbk has been prepared as part of the Company's commitment to managing economic, environmental, and social aspects responsibly, as well as ensuring transparency to all stakeholders. This report is published separately from the Annual Report but remains an integral part of the Company's overall reporting.

This report presents the Company's sustainability performance for the period from January 1 to December 31, 2025, covering strategies, policies, implementation, and performance achievements relevant to sustainability aspects. The report is prepared annually and published every April to ensure consistency and comparability over time. [GRI 2-3]

This report has been prepared with reference to the Global Reporting Initiative using a referenced reporting approach, disclosing material topics relevant to the Company's business activities, and aligned with applicable regulatory requirements, including POJK No. 51/POJK.03/2017, SEOJK No. 16/SEOJK.04.2021, and IDX ESG Guidelines. The report also considers international best practices, including climate-related disclosures aligned with risk- and opportunity-based reporting principles.

In preparing this report, the Company refers to the GRI reporting principles to ensure the quality and reliability of the information presented, as follows:

- **Accuracy** – Information is presented accurately and can be verified to reflect the Company's performance reliably.
- **Balance** – The report presents information in a balanced manner, including both positive aspects and challenges faced by the Company.
- **Clarity** – Information is communicated clearly and is easy for stakeholders to understand.
- **Comparability** – Data is presented consistently across periods to enable trend analysis.
- **Completeness** – The report includes sufficient information to reflect the Company's significant impacts.

- **Konteks Keberlanjutan (Sustainability Context)** – Kinerja Perseroan disajikan dalam konteks keberlanjutan yang lebih luas.
- **Ketepatan Waktu (Timeliness)** – Informasi disajikan secara berkala dan tepat waktu untuk mendukung pengambilan keputusan.
- Sustainability Context – Performance is presented within a broader sustainability context.
- Timeliness – Information is reported regularly and in a timely manner to support decision-making.

Penerapan prinsip-prinsip tersebut bertujuan untuk memastikan bahwa laporan ini relevan, kredibel, dan memberikan nilai tambah bagi pemangku kepentingan.

The application of these principles ensures that the report is relevant, credible, and provides added value to stakeholders.

Cakupan laporan ini meliputi seluruh entitas yang berada dalam kendali operasional Perseroan, kecuali dinyatakan lain. Batasan pelaporan data keuangan dalam laporan ini mengacu pada laporan keuangan konsolidasian yang telah diaudit oleh auditor independen, sedangkan data non-keuangan disusun berdasarkan sistem pengumpulan data internal Perseroan. Hingga saat ini, data non-keuangan dalam laporan ini belum memperoleh assurance eksternal. [SEOJK G.1], [GRI 2-2], [GRI 2-5]

The scope of this report includes all entities under the Company's operational control unless otherwise stated. Financial data is based on audited consolidated financial statements, while non-financial data is derived from the Company's internal data collection systems. As of the reporting period, non-financial data have not been externally assured. [SEOJK G.1], [GRI 2-2], [GRI 2-5]

Dalam laporan ini, terdapat beberapa data yang disajikan kembali (restatement) untuk meningkatkan akurasi dan keterbandingan informasi antar periode pelaporan. Penyajian kembali dilakukan sebagai bagian dari penyempurnaan metodologi pengukuran dan penguatan sistem pengelolaan data internal. [GRI 2-4]

Certain data in this report has been restated to improve accuracy and comparability across reporting periods. These restatements are part of ongoing improvements in measurement methodologies and internal data management systems. [GRI 2-4]

Kontak Perseroan [GRI 2-3]

Untuk pertanyaan atau masukan terkait laporan ini, pemangku kepentingan dapat menghubungi:

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Company Contact [GRI 2-3]

For inquiries or feedback regarding this report, stakeholders may contact:

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Pakuwon City Surabaya 60112, Indonesia
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Email: corpsec@pakuwon.com
Website: www.pakuwonjati.com

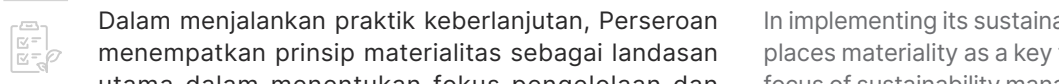




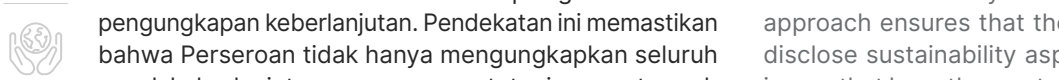
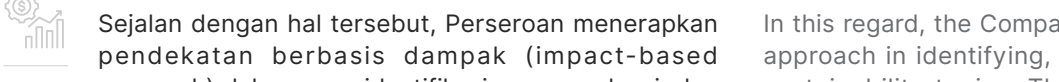
Pendekatan Materialitas Dalam Pengelolaan Keberlanjutan



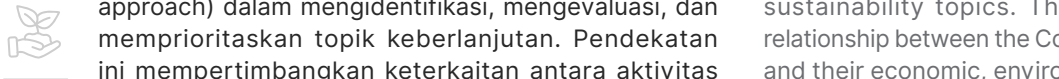
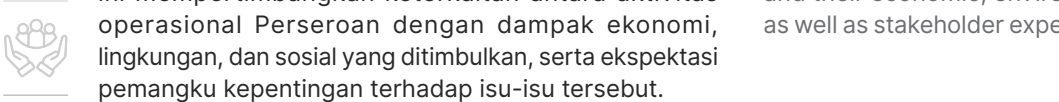
Materiality Approach in Sustainability Management

Dalam menjalankan praktik keberlanjutan, Perseroan menempatkan prinsip materialitas sebagai landasan utama dalam menentukan fokus pengelolaan dan pengungkapan keberlanjutan. Pendekatan ini memastikan bahwa Perseroan tidak hanya mengungkapkan seluruh aspek keberlanjutan secara umum, tetapi secara terarah memprioritaskan isu-isu yang memiliki dampak paling signifikan terhadap kinerja bisnis serta relevan bagi pemangku kepentingan.

Sejalan dengan hal tersebut, Perseroan menerapkan pendekatan berbasis dampak (impact-based approach) dalam mengidentifikasi, mengevaluasi, dan memprioritaskan topik keberlanjutan. Pendekatan ini mempertimbangkan keterkaitan antara aktivitas operasional Perseroan dengan dampak ekonomi, lingkungan, dan sosial yang ditimbulkan, serta ekspektasi pemangku kepentingan terhadap isu-isu tersebut.

Melalui pendekatan ini, Perseroan memastikan bahwa pengelolaan keberlanjutan dilakukan secara terstruktur, terukur, dan selaras dengan strategi bisnis jangka panjang, sekaligus mendukung penciptaan nilai berkelanjutan bagi seluruh pemangku kepentingan.

PROSES PENENTUAN TOPIK MATERIAL [GRI 3-1]

Perseroan menerapkan pendekatan berbasis dampak dalam menentukan topik material yang diungkapkan dalam laporan keberlanjutan ini. Pendekatan ini bertujuan untuk mengidentifikasi isu-isu yang memiliki dampak paling signifikan terhadap kinerja ekonomi, lingkungan, dan sosial Perseroan, serta yang relevan bagi pemangku kepentingan.

Proses penentuan topik material dilakukan secara terstruktur dengan mengacu pada karakteristik industri properti, regulasi yang berlaku, serta praktik terbaik pelaporan keberlanjutan.

Tahapan proses meliputi identifikasi isu keberlanjutan yang relevan, penilaian tingkat dampak terhadap operasional dan kinerja Perseroan, serta pertimbangan terhadap kepentingan dan ekspektasi pemangku kepentingan. Dalam proses ini, Perseroan juga mempertimbangkan risiko dan peluang yang dapat memengaruhi keberlanjutan bisnis dalam jangka pendek, menengah, dan panjang.

In implementing its sustainability practices, the Company places materiality as a key foundation in determining the focus of sustainability management and disclosures. This approach ensures that the Company does not merely disclose sustainability aspects broadly, but prioritizes issues that have the most significant impact on business performance and are most relevant to stakeholders.

In this regard, the Company applies an impact-based approach in identifying, evaluating, and prioritizing sustainability topics. This approach considers the relationship between the Company's operational activities and their economic, environmental, and social impacts, as well as stakeholder expectations toward these issues.

Through this approach, the Company ensures that sustainability management is conducted in a structured and measurable manner, aligned with long-term business strategy, while supporting sustainable value creation for all stakeholders.

PROCESS TO DETERMINE MATERIAL TOPICS [GRI 3-1]

The Company applies an impact-based approach in determining the material topics disclosed in this sustainability report. This approach aims to identify issues that have the most significant impacts on the Company's economic, environmental, and social performance, as well as those relevant to stakeholders.

The determination process is conducted in a structured manner, taking into account the characteristics of the property industry, applicable regulations, and sustainability reporting best practices.

The process includes identifying relevant sustainability issues, assessing their impacts on the Company's operations and performance, and considering stakeholder interests and expectations. The Company also evaluates risks and opportunities that may affect business sustainability across short-term, medium-term, and long-term horizons.

Penilaian dampak dilakukan dengan mempertimbangkan skala dan signifikansi dampak terhadap Perseroan, termasuk potensi implikasi finansial, operasional, dan reputasi. Sementara itu, kepentingan pemangku kepentingan dievaluasi berdasarkan tingkat perhatian terhadap isu keberlanjutan yang relevan.

Hasil dari proses ini menjadi dasar dalam menentukan prioritas topik material yang akan dikelola dan diungkapkan dalam laporan ini.

TOPIK MATERIAL DAN MATRIKS MATERIALITAS

Sebagai hasil dari proses penentuan materialitas, Perseroan mengidentifikasi dan menetapkan sejumlah topik material yang menjadi prioritas dalam pengelolaan keberlanjutan. Topik-topik tersebut mencerminkan isu-isu yang memiliki dampak signifikan terhadap kinerja ekonomi, lingkungan, dan sosial Perseroan, serta relevan bagi pemangku kepentingan. Untuk memberikan gambaran yang lebih komprehensif, topik-topik material tersebut selanjutnya dipetakan dalam Matriks Materialitas yang menggambarkan tingkat dampak terhadap Perseroan dan tingkat kepentingannya bagi pemangku kepentingan, sehingga menjadi dasar dalam penyusunan strategi, kebijakan, serta pengungkapan kinerja keberlanjutan dalam laporan ini.

DAFTAR TOPIK MATERIAL [GRI 3-2]

Berdasarkan proses penentuan materialitas, Perseroan menetapkan sejumlah topik material yang memiliki dampak signifikan terhadap kinerja Perseroan dan relevan bagi pemangku kepentingan.

Topik material Perseroan mencakup antara lain kinerja ekonomi, efisiensi energi, emisi gas rumah kaca, perubahan iklim, pengembangan properti berkelanjutan, kesehatan dan keselamatan kerja, kepuasan pelanggan, pengelolaan limbah, dampak terhadap masyarakat, serta tata kelola perusahaan.

Topik-topik ini menjadi fokus utama dalam pengelolaan keberlanjutan Perseroan serta menjadi dasar dalam penyusunan strategi, kebijakan, dan pengungkapan kinerja dalam laporan ini.

Impact assessment considers the scale and significance of impacts on the Company, including potential financial, operational, and reputational implications, while stakeholder importance is evaluated based on the level of attention toward relevant sustainability issues.

The results of this process form the basis for determining priority material topics to be managed and disclosed in this report.

MATERIAL TOPICS AND MATERIALITY MATRIX

As a result of the materiality determination process, the Company has identified and established a number of material topics that serve as priorities in sustainability management. These topics represent issues that have significant impacts on the Company's economic, environmental, and social performance, as well as those relevant to stakeholders. To provide a more comprehensive overview, these material topics are further mapped into a Materiality Matrix, illustrating their level of impact on the Company and their importance to stakeholders, and serving as the basis for the Company's sustainability strategies, policies, and disclosures presented in this report.

LIST OF MATERIAL TOPICS [GRI 3-2]

Based on the materiality determination process, the Company has identified a number of material topics that have significant impacts on its performance and are relevant to stakeholders.

These material topics include, among others, economic performance, energy efficiency, greenhouse gas emissions, climate change, sustainable property development, occupational health and safety, customer satisfaction, waste management, community impact, and corporate governance.

These topics serve as the primary focus of the Company's sustainability management and form the basis for strategies, policies, and disclosures presented in this report.

| Topik Material Material Topic | Kenapa Topik Ini Material Why These Topics are Material | Pengungkapan GRI Standards Disclosure of GRI Standards | Batasan Topik Topic Boundaries | |
|---|---|---|---|---|
| | | | Di dalam Perusahaan In the Company | Di luar Perusahaan Outside the Company |
| Topik Ekonomi Economic Topic | | | | |
| Kinerja Ekonomi Economic Performance | Menggambarkan pencapaian dan kinerja Perusahaan selama tahun pelaporan Describes the achievements and performance of the Company during the reporting year | 201-1, 201-3, 201-4 | ✓ | ✓ |
| Keberadaan Pasar Market Presence | Menggambarkan keberadaan pasar bagi Perusahaan Describes the presence of a market for the Company | 202-2 | ✓ | ✓ |

|  Topik Material Material Topic | Kenapa Topik Ini Material Why These Topics are Material | Pengungkapan GRI Standards Disclosure of GRI Standards | Batasan Topik Topic Boundaries | |
|---|--|--|--|--|
| | | | Di dalam Perusahaan In the Company | Di luar Perusahaan Outside the Company |
| Topik Lingkungan Environmental Topic | | | | |
|  Energi Energy | Menggambarkan kepedulian Perusahaan terhadap pengelolaan energi yang ketersediannya kian terbatas Describes the Company's concern for the management of increasingly limited energy | 302-1, 302-2, 302-3 | ✓ | |
|  Air dan Limbah Air Water and Wastewater | Menggambarkan kepedulian Perusahaan terhadap pengelolaan sumber daya air yang ketersediannya kian terbatas dan bagaimana pengelolaan limbah air Describes the Company's concern for the management of water resources which are increasingly limited and how wastewater is managed | 303-1, 303-2, 303-3, 303-4, 303-5 | ✓ | |
|  Emisi Emissions | Menggambarkan perhitungan emisi yang dihasilkan Perusahaan Describes the calculation of emissions produced by the Company | 305-1, 305-2, 305-4, 305-5, 305-6, 305-7 | ✓ | ✓ |
|  Limbah Waste | Menggambarkan komitmen Perusahaan dalam mengelola limbah yang dihasilkan Describes the Company's commitment to managing the waste it produces | 306-1, 306-2, 306-3, 306-4, 306-5 | ✓ | |
|  Bangunan Hijau Green Building | Menggambarkan upaya Perseroan dalam mendukung efisiensi energi, peningkatan kualitas aset, serta pengurangan dampak lingkungan dalam jangka panjang. Reflects the Company's efforts to enhance energy efficiency, improve asset quality, and reduce environmental impacts over the long term. | 302-4, 302-5, 305-5 | ✓ | |
|  Iklim Climate | Memberikan pengaruh terhadap biaya operasional, ketahanan aset, serta potensi risiko dan peluang bisnis dalam jangka panjang. Has an impact on operating costs, asset resilience, and the potential risks and business opportunities over the long term. | 201-2 | ✓ | |
| Topik Sosial Social Topic | | | | |
|  Ketenagakerjaan Employment | Menggambarkan komitmen Perusahaan tentang pentingnya pengelolaan pegawai/SDM Describes the Company's commitment to the importance of employee/HR management | 401-1, 401-2, 401-3 | ✓ | |
|  Pelatihan dan Pendidikan Training and Education | Menggambarkan komitmen Perusahaan dalam upaya meningkatkan kompetensi pekerja Describes the Company's commitment to employee competency development | 404-1, 404-2, 404-3 | ✓ | |
|  Keberagaman dan Kesempatan yang Setara Diversity and Equal Opportunity | Menggambarkan kebijakan Perusahaan untuk memastikan adanya keberagaman dan pemberian kesempatan yang setara bagi seluruh karyawan Describes the Company's policy to ensure diversity and equal opportunity for all employees | 405-1, 405-2 | ✓ | |
|  Non-diskriminasi Non-discrimination | Menggambarkan komitmen Perusahaan dalam menghargai kesamaan antar-sesama Describes the Company's commitment to respecting the similarities between people | 406-1 | ✓ | ✓ |
|  Kesehatan dan Keselamatan Pelanggan Customer Health and Safety | Menggambarkan bagaimana upaya Perusahaan untuk menjaga kesehatan dan keselamatan pelanggan Describes the Company's efforts to maintain the health and safety of customers | 416-1, 416-2 | ✓ | ✓ |
| Pemasaran dan Pelabelan Marketing and Labeling | Menggambarkan komitmen Perusahaan dalam mentaati kaidah pemasaran yang baik, serta penyediaan informasi produk bagi pelanggan/konsumen Describes the Company's commitment to complying with good marketing principles, as well as providing product information for customers/consumers | 417-1, 417-2, 417-3 | ✓ | ✓ |

| Topik Material Material Topic | Kenapa Topik Ini Material Why These Topics are Material | Pungkapan GRI Standards Disclosure of GRI Standards | | Batasan Topik Topic Boundaries | |
|---------------------------------------|---|---|---|-----------------------------------|--|
| | | Di dalam Perusahaan In the Company | Di luar Perusahaan Outside the Company | | |
| Topik Tata Kelola Governance Topic | | | | | |
| Tata Kelola Governance | Memastikan pengambilan keputusan yang efektif, pengelolaan risiko yang optimal, serta keberlanjutan operasional dalam jangka panjang. Ensuring effective decision-making, optimal risk management, and long-term operational sustainability. | - | √ | | |

Matriks Materialitas

Untuk memberikan gambaran yang lebih komprehensif, topik-topik material tersebut dipetakan dalam Matriks Materialitas yang menggambarkan tingkat dampak terhadap Perseroan dan tingkat kepentingannya bagi pemangku kepentingan.

Matriks Materialitas disusun berdasarkan dua dimensi utama, yaitu tingkat dampak terhadap Perseroan (sumbu horizontal) dan tingkat kepentingan bagi pemangku kepentingan (sumbu vertikal).

Topik yang berada pada kuadran dengan tingkat dampak tinggi dan kepentingan tinggi dikategorikan sebagai topik material utama dan menjadi fokus utama dalam pengelolaan serta pengungkapan keberlanjutan Perseroan.

Sementara itu, topik dengan tingkat kepentingan tinggi namun dampak relatif lebih rendah tetap dikelola secara aktif, khususnya dalam menjaga hubungan dengan pemangku kepentingan, sedangkan topik dengan tingkat dampak moderat tetap dipantau secara berkala.

Perseroan secara berkala meninjau kembali Matriks Materialitas untuk memastikan relevansi terhadap perkembangan bisnis dan dinamika eksternal.

Materiality Matrix

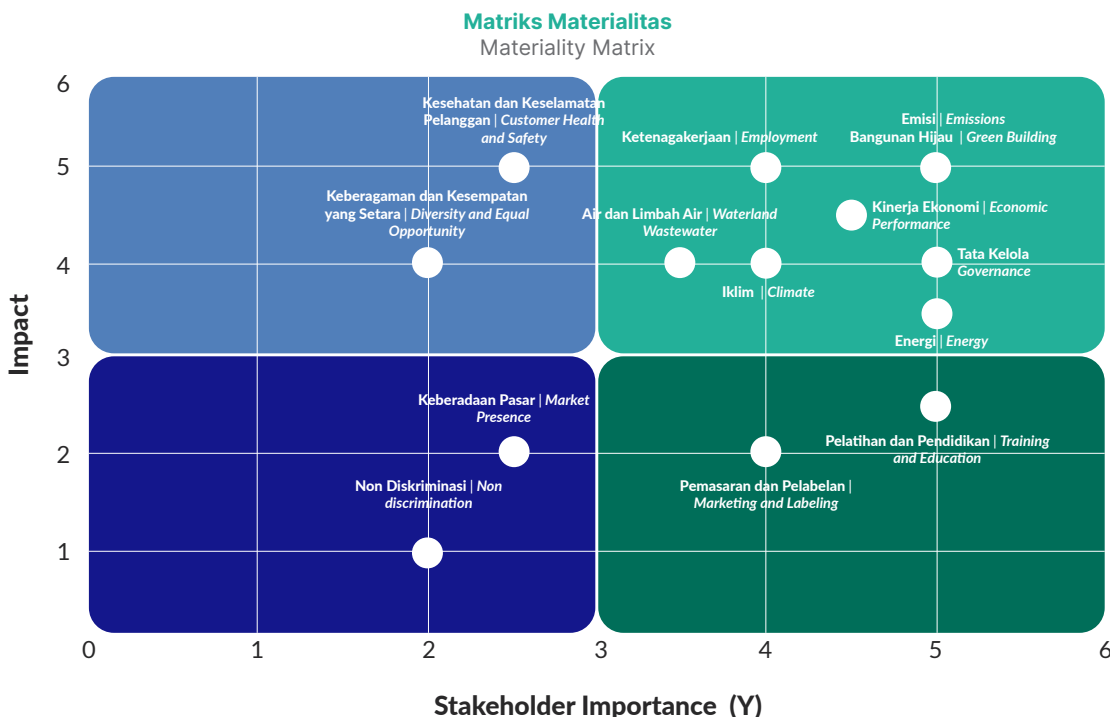
To provide a more comprehensive overview, these material topics are mapped into a Materiality Matrix, illustrating their level of impact on the Company and their importance to stakeholders.

The Materiality Matrix is constructed based on two key dimensions: impact on the Company (horizontal axis) and stakeholder importance (vertical axis).

Topics positioned in the high-impact and high-importance quadrant are categorized as high material and represent the primary focus of the Company's sustainability management and disclosures.

Topics with high stakeholder importance but relatively lower business impact are actively managed to maintain stakeholder relationships, while topics with moderate impact are continuously monitored.

The Company periodically reviews the Materiality Matrix to ensure continued relevance to business developments and external dynamics.





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 PT. Pakuwon Jati Tbk.

Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights



PT Pakuwon Jati Tbk membukukan pertumbuhan keuangan yang berkelanjutan sebagai hasil dari strategi ekspansi yang terukur dan konsistensi untuk memperkuat penciptaan nilai jangka panjang.

PT Pakuwon Jati Tbk recorded sustainable financial growth as a result of a measured expansion strategy and consistency to strengthen long-term value creation.





Strategi Keberlanjutan [SEOJK A.1] [GRI 2-22], [GRI 2-23]

Sustainability Strategy



Sebagai perusahaan yang bergerak di industri properti terintegrasi, PT Pakuwon Jati Tbk menyadari bahwa kegiatan usaha Perseroan memiliki dampak langsung maupun tidak langsung terhadap lingkungan, sosial, dan ekonomi. Oleh karena itu, Perseroan menerapkan strategi keberlanjutan yang terintegrasi dengan strategi bisnis jangka panjang.



Strategi ini diarahkan untuk memastikan pertumbuhan usaha yang berkesinambungan melalui pengelolaan aset properti yang bertanggung jawab, serta memberikan nilai tambah bagi para pemangku kepentingan.



Strategi keberlanjutan Perseroan dirancang untuk mendukung pengembangan kawasan properti terpadu yang berwawasan lingkungan, rendah karbon, dan berdaya saing tinggi, sekaligus memberikan nilai ekonomi dan sosial bagi para pemangku kepentingan serta berkontribusi terhadap pencapaian Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals / SDGs*).



Pada aspek lingkungan, strategi keberlanjutan Perseroan menempatkan mitigasi perubahan iklim sebagai salah satu fokus utama. Komitmen tersebut diperkuat melalui penetapan target penurunan emisi gas rumah kaca yang telah divalidasi oleh *Science Based Targets initiative (SBTi)*, sebagai bagian dari upaya transisi menuju operasional bangunan yang lebih rendah karbon.

Di sisi sosial dan tata kelola, Perseroan berkomitmen menciptakan lingkungan kerja yang aman dan inklusif, mengembangkan kawasan yang memberikan dampak positif bagi masyarakat sekitar, serta menerapkan tata kelola perusahaan yang baik dan bertanggung jawab. Melalui strategi keberlanjutan yang terukur dan selaras dengan standar global, Perseroan berupaya menciptakan nilai jangka panjang yang berkelanjutan bagi pemegang saham.

As an integrated property developer, PT Pakuwon Jati Tbk recognizes that its business activities have both direct and indirect impacts on the environment, society, and economy. Therefore, the Company implements a sustainability strategy that is integrated with its long-term business strategy.

This strategy is aimed at ensuring sustainable business growth through responsible property asset management, while creating added value for stakeholders.

The Company's sustainability strategy is designed to support the development of integrated property areas that are eco-friendly, low-carbon, and highly competitive, while delivering economic and social value to stakeholders and contributing to the achievement of the Sustainable Development Goals (SDGs).

In the environmental aspect, the Company's sustainability strategy prioritizes climate change mitigation. This commitment is reinforced by establishing greenhouse gas emission reduction targets that have been validated by the Science Based Targets initiative (SBTi), as part of the Company's transition toward lower-carbon building operations.

In the social and governance aspects, the Company is committed to creating a safe, healthy, and inclusive work environment, developing integrated areas that deliver positive impacts to surrounding communities, and implementing good, transparent, and responsible corporate governance practices. Through a measurable sustainability strategy aligned with global standards, the Company strives to create sustainable long-term value for its shareholders.

Dengan strategi tersebut, Perseroan memiliki visi dan misi keberlanjutan sebagai berikut.

Based on this strategy, the Company has established the following sustainability vision and mission.



Visi Keberlanjutan [SEOJK C.1]

Sustainability Vision

Menjadi pengembang properti terintegrasi terkemuka yang menciptakan nilai jangka panjang melalui pertumbuhan usaha yang berkelanjutan, pengelolaan lingkungan yang bertanggung jawab, serta kontribusi positif bagi masyarakat dan pemangku kepentingan.

To become a leading integrated property developer that creates long-term value through sustainable business growth, responsible environmental management, and positive contributions to communities and all stakeholders.



Misi Keberlanjutan

Sustainability Mission

- Mengembangkan dan mengelola aset properti secara bertanggung jawab dengan mengedepankan efisiensi energi, pengurangan emisi, dan pengelolaan dampak lingkungan.
- Menciptakan lingkungan kerja yang aman, inklusif, dan produktif serta memberikan kontribusi positif bagi masyarakat di sekitar wilayah operasional.
- Menerapkan tata kelola perusahaan yang baik secara konsisten dengan menjunjung tinggi prinsip transparansi, akuntabilitas, dan kepatuhan.
- Mengintegrasikan prinsip keberlanjutan ke dalam strategi bisnis dan pengelolaan risiko untuk memperkuat ketahanan dan daya saing Perseroan dalam jangka panjang.
- To develop and manage property assets responsibly by prioritizing energy efficiency, emission reductions, and the management of environmental impacts.
- To create a safe, inclusive, and productive work environment while delivering positive contributions to communities surrounding the Company's operational areas.
- To consistently implement good corporate governance by upholding the principles of transparency, accountability, and compliance.
- To integrate sustainability principles into business strategy and risk management in order to strengthen the Company's long-term resilience and competitiveness.



Untuk mencapai visi dan misi keberlanjutan tersebut, Perseroan menetapkan empat pilar keberlanjutan yang menjadi landasan dalam perencanaan dan pelaksanaan kegiatan usaha.

To achieve its sustainability vision and mission, the Company has established four sustainability pillars that serve as the foundation in planning and implementing its business activities.



Pilar Lingkungan
Environmental Pillar

Perseroan berfokus pada pengelolaan dampak lingkungan operasional properti melalui peningkatan efisiensi energi, pengurangan emisi gas rumah kaca, pemanfaatan energi terbarukan, serta transisi menuju teknologi yang lebih ramah lingkungan. Implementasi pilar ini dilakukan secara bertahap dan terukur, sejalan dengan target penurunan emisi berbasis sains yang telah ditetapkan Perseroan. The Company focuses on managing the environmental impacts of its property operations through enhanced energy efficiency, reductions in greenhouse gas emissions, utilization of renewable energy, and transition to more eco-friendly technologies. Implementation of this pillar is carried out in a phased and measurable manner, in line with the Company's science-based emission reduction targets.

Pilar Sosial
Social Pillar

Perseroan berkomitmen menciptakan lingkungan kerja yang aman dan inklusif, mengembangkan kompetensi karyawan, serta membangun hubungan yang harmonis dengan masyarakat dan pelanggan. Pengembangan kawasan superblok dan *mixed-use development* diarahkan untuk memberikan manfaat sosial dan ekonomi bagi komunitas di sekitar wilayah operasional. The Company is committed to creating a safe and inclusive work environment, developing employee competencies, and building harmonious relationships with communities and customers. The development of superblocks and mixed-use developments is aimed at delivering social and economic benefits to communities surrounding the Company's operational areas.

Pilar Tata Kelola
Governance Pillar

Perseroan memastikan bahwa seluruh kegiatan usaha dijalankan berdasarkan prinsip Tata Kelola Perusahaan yang Baik. Pilar ini mencakup pengawasan oleh Direksi dan Dewan Komisaris, kepatuhan terhadap peraturan perundang-undangan, integrasi aspek ESG dan risiko iklim dalam manajemen risiko, serta peningkatan transparansi dan kualitas pelaporan. The Company ensures that all business activities are conducted in accordance with Good Corporate Governance principles. This pillar encompasses oversight by the Board of Directors and Commissioners, compliance with applicable laws and regulations, integration of ESG and climate-related risks into risk management, as well as enhancing the transparency and quality of corporate reporting.

Pilar Inovasi
Innovation Pillar

Perseroan mendorong pertumbuhan usaha jangka panjang melalui inovasi dalam pengembangan properti dan pengelolaan aset. Fokus pilar ini meliputi penerapan konsep bangunan hijau, optimalisasi kawasan superblok, digitalisasi pengelolaan gedung, serta eksplorasi peluang pembiayaan berkelanjutan guna meningkatkan nilai aset dan ketahanan bisnis Perseroan. The Company promotes long-term business growth through innovation in property development and asset management. This pillar focuses in implementing green building concepts, optimizing superbloc areas, digitizing building management, and exploring sustainable financing opportunities to enhance asset value and strengthen the Company's business resilience.

Sasaran Keberlanjutan Perusahaan

Pemegang Saham: memberikan pengaruh signifikan terhadap usaha jangka panjang dan Perusahaan berupaya memberikan pengembalian (return) yang berkelanjutan kepada pemegang saham.

Pelanggan: Perusahaan berkomitmen untuk memberikan produk dan layanan terbaik sesuai kebutuhan pelanggan secara konsisten.

Karyawan: Karyawan merupakan aset dan Perusahaan akan terus berinvestasi dalam perkembangan pribadi dan profesional kerja mereka dan bekerja sebagai tim untuk mencapai tujuan bersama.

Masyarakat Lokal/Komunitas: Keterlibatan dan dukungan untuk komunitas di mana Perusahaan beroperasi terus dilakukan dengan program CSR yang berkelanjutan untuk membentuk masyarakat mapan dan mandiri.

Lingkungan: Kepedulian terhadap lingkungan dilakukan melalui berbagai antisipasi untuk meminimalkan dampak terhadap lingkungan sekitar.

Corporate Sustainability Goals

Shareholders: To give a significant impact on long-term businesses and the Company seeks to provide sustainable returns to shareholders.

Customers: The Company is committed to consistently providing the best products and services according to customer needs.

Employees: Employees are an asset, and the Company will continue to invest in their personal and professional development while working as a team to achieve common goals.

Local Communities: The Company continuously supports and engages with local communities where it operates with sustainable CSR programs to form an established and independent community.

Environment: Caring for the environment through various initiatives to minimize the impact on the surrounding environment.



Club House Cluster Brisbane - Grand Pakuwon



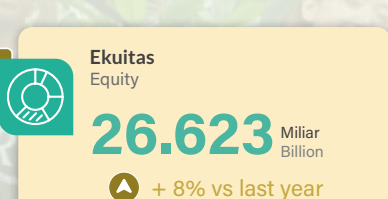
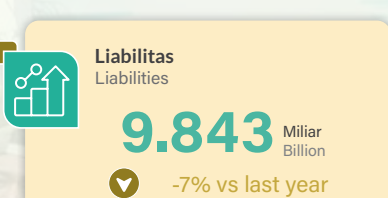
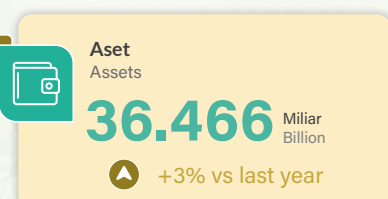
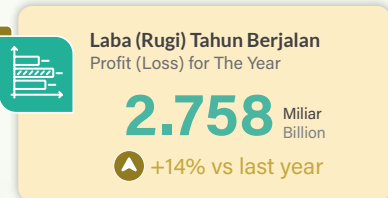
Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights

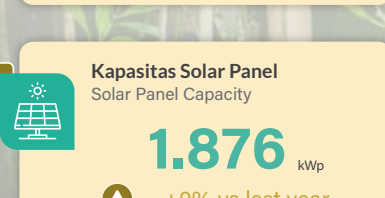
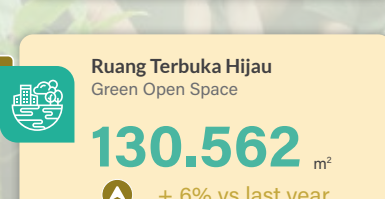
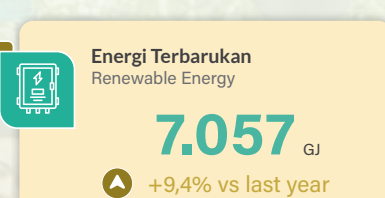
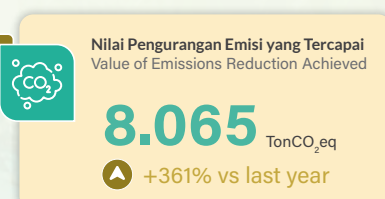
Sepanjang tahun 2025, Pakuwon Jati mencatatkan kinerja yang solid sebagai refleksi fondasi bisnis yang kuat dalam mendukung pertumbuhan jangka panjang. Hal ini sejalan dengan kemajuan implementasi keberlanjutan yang ditunjukkan melalui peningkatan efisiensi energi, penguatan pengelolaan lingkungan, serta kontribusi sosial yang semakin luas. Pencapaian ini sekaligus mencerminkan efektivitas strategi Perseroan yang terintegrasi dan responsif dalam menghadapi dinamika pasar dan ekspektasi keberlanjutan yang terus berkembang.

Throughout 2025, Pakuwon Jati delivered solid performance, reflecting a strong business foundation that supports long-term growth. This was accompanied by progress in sustainability implementation, demonstrated through improved energy efficiency, strengthened environmental management, and broader social contributions. These achievements underscore the effectiveness of the Company's integrated and responsive strategy in navigating evolving market dynamics and sustainability expectations.

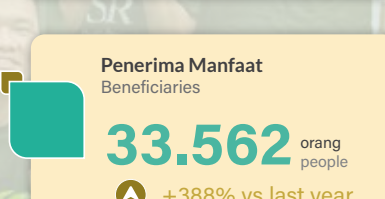
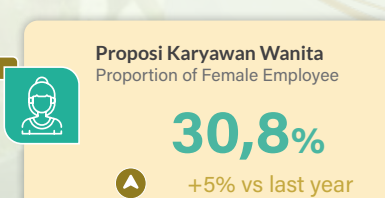
Ekonomi | Economic:



Lingkungan | Environment:



Sosial | Social:



Ikhtisar Kinerja Keberlanjutan [SEOJK B.1, B.2, B.3]

Sustainability Performance Highlights

KINERJA EKONOMI [SEOJK B.1]

ECONOMIC PERFORMANCE [SEOJK B.1]

| Kinerja Ekonomi Economic Performance | Satuan Unit | 2025 | 2024 | 2023 |
|---|------------------------------|------------------|---------|---------|
| Kinerja Keuangan Financial Performance | | | | |
| Pendapatan Revenues | Rp – Miliar IDR – Billion | 7.111 | 6.671 | 6.200 |
| Laba Bersih Tahun Berjalan Profit for the Year | Rp – Miliar IDR – Billion | 2.758 | 2.422 | 2.382 |
| Jumlah Laba Komprehensif Total Comprehensive Income | Rp – Miliar IDR – Billion | 2.801 | 2.386 | 2.378 |
| Jumlah Aset Total Assets | Rp – Miliar IDR – Billion | 36.466 | 35.371 | 32.711 |
| Jumlah Liabilitas Total Liabilities | Rp – Miliar IDR – Billion | 9.843 | 10.629 | 9.915 |
| Jumlah Ekuitas Total Equity | Rp – Miliar IDR – Billion | 26.623 | 24.742 | 22.795 |
| Jumlah Properti yang Beroperasional Number of Property Operations | | | | |
| Pusat perkantoran Office Center | Tower | 6 | 6 | 6 |
| Pusat perbelanjaan Shopping Center | Mall | 11 | 11 | 10 |
| Apartemen Servis Serviced Apartment | Tower | 2 | 2 | 2 |
| Kondominium Condominium | Tower | 25 | 23 | 23 |
| Kota Mandiri Township | Township | 2 | 2 | 2 |
| Hotel | Hotel | 10 | 7 | 7 |
| Produk Efisiensi Energi Energy-Efficient Products | | | | |
| Lampu LED LED Lamps | Pcs | 29.346 | 32.768 | 37.252 |
| Portofolio Bangunan Hijau Bersertifikat Certified Green Building Portfolio | Bangunan Building | 14 | 8 | 4 |
| Total Luas Area Gedung Bangunan Hijau Total Green Building Area | M ² | 1.420.160 | 744.751 | 266.243 |
| Bangunan Menggunakan Solar Panel Building Uses Solar Panels | Bangunan Building | 5 | 4 | 2 |
| Total Daya Solar Panel Total Installed Capacity of Solar Panels | kWp | 1.876 | 1.719 | 649 |
| Jumlah Tenaga Kerja Lokal Number of Local Employees | Orang People | 3.476 | 3.302 | 3.029 |
| Persentase Pemasok Lokal Percentage of Local Suppliers | % | 99,87 | 99,65 | 99,67 |



KINERJA LINGKUNGAN [SEOJK B.2]

ENVIRONMENTAL PERFORMANCE [SEOJK B.2]

| Kinerja Lingkungan Environmental Performance | Satuan Unit | 2025 | 2024 | 2023 |
|--|--------------------------------------|------------|------------|------------|
| Jumlah Pengambilan Air Total Water Intake | m ³ | 4.182.784 | 3.802.662 | 4.073.960 |
| Air Permukaan Surface Water | m ³ | 70.180 | 93.235 | 95.506 |
| Air Tanah Ground Water | m ³ | 539.387 | 449.518 | 426.296 |
| PDAM | m ³ | 3.573.217 | 3.353.144 | 3.647.664 |
| Penghematan Air dari Air Daur Ulang Water saving and recycle | m ³ | 1.242.721 | 1.019.823 | 1.178.269 |
| | Rp-Miliar IDR-Billion | 6,86 | 5,39 | 6,48 |
| Penggunaan Energi Tak Terbarukan Non Renewable Energy Consumption | | | | |
| BBM Fuels | Gigajoule | 13.133 | 11.327 | 410.530 |
| Listrik dari PLN PLN Electricity | Gigajoule | 1.851.736 | 1.730.913 | 1.659.561 |
| LPG | Gigajoule | 100.670 | 68.690 | 166.545 |
| LNG | Gigajoule | 94.206 | 74.726 | 60.412 |
| Total Penggunaan Energi Tak Terbarukan Total Non Renewable Energy Consumption | Gigajoule | 2.059.745 | 1.885.656 | 2.297.148 |
| Intensitas Energi Energy Intensity | Gigajoule/m ² | 0,49 | 0,46 | 0,65 |
| Penggunaan Energi Terbarukan Renewable Energy Consumption | | | | |
| Energi Tenaga Surya Solar Energy | kWp | 1.876 | 1.719 | 649 |
| | kWh | 2.157.706 | 1.989.586 | 568.708 |
| | Gigajoule | 7.057 | 6.452 | 1.337 |
| Total Penggunaan Energi Terbarukan Total Renewable Energy Consumption | Gigajoule | 7.057 | 6.452 | 1.337 |
| Intensitas Energi Energy Intensity | Gigajoule/m ² | 0,73 | 0,72 | 0,43 |
| Total Penggunaan Energi Total Energy Consumption | Gigajoule | 2.066.803 | 1.892.108 | 2.298.485 |
| Intensitas Energi Energy Intensity | Gigajoule/m ² | 0,49 | 0,46 | 0,65 |
| Penghematan Energi Energy Savings | Gigajoule | 10.725 | 7.241 | 9.843 |
| | Rp-Miliar IDR-Billion | 3,47 | 2,34 | 3,19 |
| Emisi dari aktivitas bisnis Perusahaan Emissions from Business Activities | TonCO ₂ eq | 634.798 | 626.583 | 569.035 |
| Nilai Pengurangan Emisi yang Tercapai Value of Emissions Reduction Achieved | TonCO ₂ eq | 8.065 | 1.750 | 710 |
| Intensitas Emisi Emission Intensity | TonCO ₂ eq/m ² | 0,1509 | 0,1592 | 0,1549 |
| Volume Limbah B3 Volume of Hazardous Waste | Kg | 33.013 | 47.769 | 19.014 |
| Volume Limbah Padat Non B3 Volume of Non-Hazardous Waste | Kg | 30.362.443 | 27.159.180 | 30.141.763 |
| Jumlah Limbah yang Dihasilkan Total Waste Generated | Kg | 30.395.456 | 27.206.949 | 30.160.778 |
| Penambahan (Pengurangan) Volume Limbah B3 Change B3 Waste Volume | Kg | (14.756) | 28.755 | (172.639) |
| Pelestarian Keanekaragaman Hayati Biodiversity Conservation | | | | |
| Area ruang terbuka hijau Urban green space area | M ² | 130.562 | 123.199 | 108.273 |
| Sertifikat Green Building Certificate of Green Building | Gedung Building | 14 | 8 | 4 |

KINERJA SOSIAL [SEOJK B.3]

SOCIAL PERFORMANCE [SEOJK B.3]

| Kinerja Sosial Social Performance | Satuan Unit | 2025 | 2024 | 2023 |
|--|----------------------------|--------|--------|---------|
| Jumlah Karyawan Number of Employees | Orang People | 3.478 | 3.303 | 3.030 |
| Jumlah Karyawan Wanita Number of Female Employees | Orang People | 1.073 | 971 | 876 |
| Jumlah Karyawan Keluar Number of Employees Resigning | Orang People | 446 | 337 | 374 |
| Persentase Jumlah Karyawan Keluar Percentage of Employees Resigning | % | 12,8% | 10,2% | 12,3% |
| Jumlah Karyawan Baru Number of New Employees | Orang People | 621 | 610 | 541 |
| Persentase Jumlah Karyawan Baru Percentage of New Employees | % | 17,9% | 18,5% | 17,9% |
| Tingkat Perputaran Karyawan Employee Turnover Rate | % | 13,2% | 10,6% | 12,8% |
| Jumlah Pelatihan Number of Training Programs | Pelatihan Training | 221 | 236 | 235 |
| Jumlah Karyawan yang Mendapat Pelatihan Number of Employees who Participated in Training | Orang People | 2.795 | 2.958 | 1.980 |
| Persentase Jumlah Karyawan yang Mendapat Pelatihan Percentage of Employees who Participated in Training | % | 80% | 90% | 65% |
| Biaya Pelatihan Training Cost | Rp-Juta IDR-Million | 3.650 | 2.748 | 2.690 |
| Jumlah Jam Pelatihan Number of Training Hours | Jam Hour | 59.074 | 73.354 | 114.134 |
| Rata-rata Jam Pelatihan Average Training Hours | Jam/Orang Hour/Employee | 21,14 | 24,80 | 57,64 |
| Jumlah Program CSR Number of CSR Programs | Kali Times | 65 | 85 | 51 |
| Jumlah Dana CSR Number of CSR Funds | Rp-Juta IDR-Million | 19.319 | 5.017 | 4.773 |
| Jumlah Penerima Manfaat Number of Beneficiaries | Orang People | 33.562 | 6879 | 6.155 |
| Tingkat Frekuensi Cedera yang Tercatat Lost Time Injury Frequency Rate (LTIFR) | Kali Times | 23 | 31 | 12 |
| Jumlah Kecelakaan Serius/ Fatal Number of Serious/Fatal Accidents | Kali Times | 13 | 14 | 12 |
| Persentase Kecelakaan Serius Percentage of Serious Accidents | % | 0,4% | 0,4% | 0,4% |

KINERJA TATA KELOLA

GOVERNANCE PERFORMANCE

| Kinerja Tata Kelola Governance Performance | Satuan Unit | 2025 | 2024 | 2023 |
|---|-----------------|------|------|------|
| Jumlah Insiden Korupsi Number of Corruptions | Kasus Cases | - | - | - |
| Jumlah Insiden Fraud Number of Frauds | Kasus Cases | - | - | - |
| Jumlah Pengaduan WBS* Number of WBS Complaints* | Kasus Cases | 1 | 3 | - |
| Jumlah Karyawan yang Mengikuti Pelatihan Keberlanjutan Number of Employees Attending Sustainability Training | Orang People | 91 | 85 | 65 |
| Persentase Pemahaman Karyawan Terhadap Tata Kelola Keberlanjutan Percentage of Employee Understanding of Sustainability Governance | % | 2,62 | 2,57 | 2,15 |

*) Terdapat pengaduan yang disampaikan melalui mekanisme *Whistleblowing System* (WBS), namun tidak memenuhi kriteria sebagai laporan WBS.
*) There were complaints submitted through the *Whistleblowing System* (WBS), but did not meet the criteria to be classified as WBS reports.

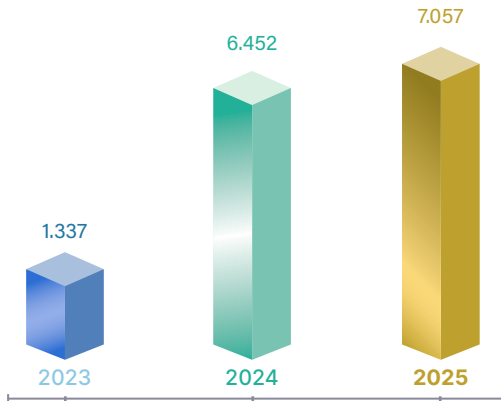
Grafik Kinerja Keberlanjutan

Chart of Sustainability Performance



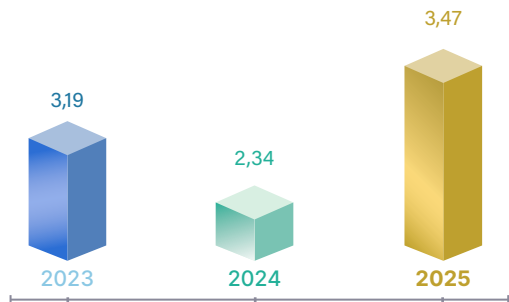
Penggunaan Energi Terbarukan

Renewable Energy Consumption (Gigajoule)



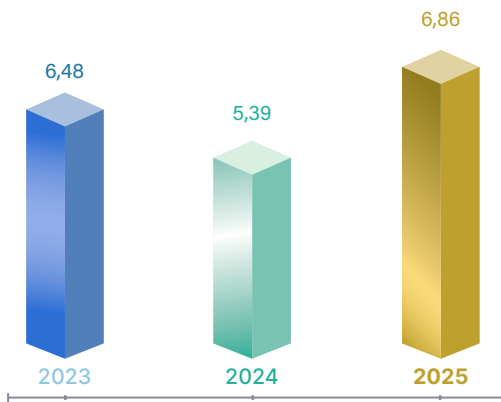
Nilai Penghematan Energi

Value of Energy Savings (Rp-Miliar | IDR-Billion)



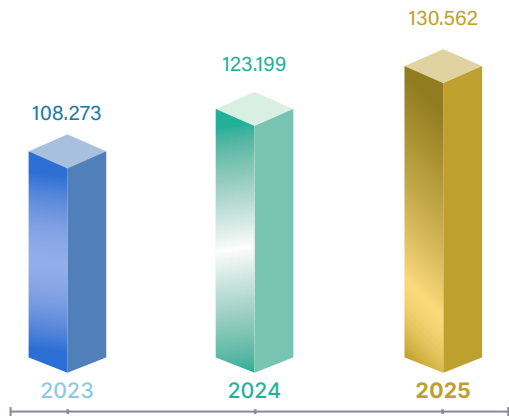
Nilai Penghematan Air dari Air Daur Ulang

Value of Water Saving and Recycle (Rp-Miliar | IDR-Billion)



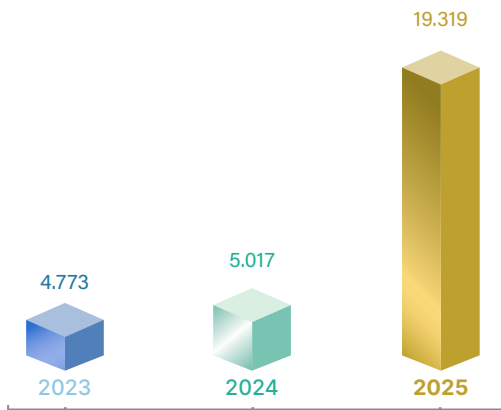
Area Ruang Terbuka Hijau

Urban Green Space Area (M³)



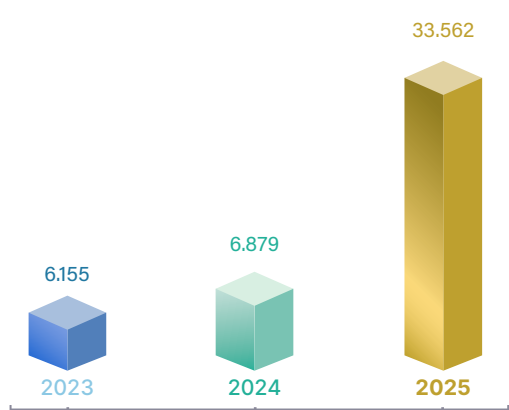
Jumlah Dana CSR

Number of CSR Cost (Rp-Juta | IDR-Million)



Jumlah Penerima Manfaat

Number of Beneficiaries (Orang | People)



Penghargaan Dan Sertifikasi

Awards and Certifications

Penghargaan 2025

2025 AWARDS

| No | Tanggal Date | Nama Penghargaan Name of Awards | Pemberi Penghargaan Awarded by |
|----|---|--|--|
| 1 | 7 April 2025 April 7, 2025 | Kota Kasablanka (PT Elite Prima Utama) - Top 10 winner Jakarta Water Hero 2025 | PAM Jaya |
| 2 | 15 September 2025 September 15, 2025 | PT Pakuwon Jati - Most Improved Corporate Governance, Big Cap | Indonesian Institute for Corporate Directorship (IICD) |
| 3 | 19 September 2025 September 19, 2025 | PT Pakuwon Jati - High Growth 2025 | Tempo & IDN Financials 2025 |
| 4 | 25 September 2025 September 25, 2025 | Pakuwon City (PT Pakuwon Jati) - Best Township Development Project 2025, Surabaya & Surrounding Region | Rumah123 & Property Watch |
| 5 | 16 Oktober 2025 October 16, 2025 | PT Pakuwon Sentosa Abadi - 1st runner up ASEAN Energy Efficiency and Conservation Best Practice Awards | ASEAN Energy Award 2025 |
| 6 | 24 Oktober 2025 October 24, 2025 | Four Points Kuta (PT Pakuwon Jati) - National 1st Energy Saving Building, Tropical Building | Penghargaan Efisiensi Energi Nasional (PEEN) by Kementerian ESDM |
| 7 | 19 November 2025 November 19, 2025 | PT Pakuwon Jati - Best managed company - gold standard | Deloitte Private |
| 8 | 21 November 2025 November 21, 2025 | Superblock Pakuwon Mall Bekasi (PT Grama Pramesi Siddhi) - Best Mixed Use Development | PropertyGuru - Indonesia Property Awards |
| 9 | 21 November 2025 November 21, 2025 | Pakuwon Residence Bekasi (PT Grama Pramesi Siddhi) - Best Mid End Condo Landscape Design | PropertyGuru - Indonesia Property Awards |
| 10 | 21 November 2025 November 21, 2025 | PT Pakuwon Jati - Best Mixed Use Developer | PropertyGuru - Indonesia Property Awards |
| 11 | 21 November 2025 November 21, 2025 | PT Pakuwon Jati - Best Hospitality Developer | PropertyGuru - Indonesia Property Awards |
| 12 | 21 November 2025 November 21, 2025 | Pakuwon Residence Bekasi (PT Grama Pramesi Siddhi) - Best Mid End Condo Development (Greater Jakarta) | PropertyGuru - Indonesia Property Awards |
| 13 | 25 November 2025 November 25, 2025 | PT Pakuwon Jati - The standout developer 2025 | Property Indonesia Award |
| 14 | 27 November 2025 November 27, 2025 | PT Pakuwon Jati - Outstanding Company in Properties & Real Estate Sector on Main Board | CSA Award 2025 |
| 15 | 4 Desember 2025 December 4, 2025 | PT Pakuwon Jati - Popular Brand in Housing & Superblock | Disway Award |



Pakuwon City as Best Township Development Project - 25 September 2025



Kilas Peristiwa 2025

2025 Event Highlights



18 April 2025 | April 18, 2025

Pembukaan Fairfield Bekasi

Grand Opening of Fairfield Bekasi

PT Pakuwon Jati Tbk melalui PT Grama Pramesi Siddhi meresmikan Hotel Fairfield Bekasi pada 18 April 2025. Hotel Marriott pertama di Bekasi ini memiliki 166 kamar, menjadi bagian dari Pakuwon Mall Bekasi, serta menambah total kamar operasional Pakuwon menjadi 2.432 kamar dan memperkuat pendapatan berulang perusahaan.

PT Pakuwon Jati Tbk through PT Grama Pramesi Siddhi officially opened Fairfield Bekasi Hotel on April 18, 2025. As the first Marriott hotel in Bekasi, it boasts 166 rooms, is part of Pakuwon Mall Bekasi, and increases Pakuwon's total operational rooms to 2,432, strengthening the company's recurring revenue.



4 Juni 2025 | June 4, 2025

Peluncuran #mulaidarisini

Launch of #mulaidarisini

Diluncurkan pada Hari Lingkungan Hidup Sedunia, tagar #mulaidarisini mencerminkan komitmen PT Pakuwon Jati Tbk terhadap pengelolaan sampah berkelanjutan melalui pengolahan sampah menjadi RDF, sejalan dengan Pergub DKI Jakarta No. 102 Tahun 2021, dengan target pengurangan sampah ke TPA hingga di bawah 20%.

Launched on World Environment Day, the #mulaidarisini hashtag reflects PT Pakuwon Jati Tbk's commitment to sustainable waste management through waste processing into RDF, aligning with DKI Jakarta Governor Regulation No. 102/2021, aiming to reduce waste to landfill below 20%.



7 Juni 2025 | June 7, 2025

Pembukaan Food Festival di Pakuwon City Mall

Grand Opening of the Food Festival at Pakuwon City Mall

PT Pakuwon Jati Tbk membuka kembali kawasan kuliner Food Festival di Pakuwon City Mall. Area kuliner yang dulunya sukses dengan konsep luar ruangan sekarang dihadirkan kembali dengan konsep di dalam ruang dengan tetap berkomitmen menghadirkan tenant yang terpilih.

PT Pakuwon Jati Tbk has reopened its Food Festival culinary area at Pakuwon City Mall. Previously well-received with its outdoor concept, the area has now been reintroduced with an indoor concept, while remaining committed to presenting a curated selection of tenants.



25 Juni 2025 | June 25, 2025

Rapat Umum Pemegang Saham (RUPS)

General Meeting of Shareholders (GMS)

PT Pakuwon Jati Tbk menyelenggarakan Rapat Umum Pemegang Saham pada tanggal 25 Juni 2025 bertempat di hotel Westin Surabaya. RUPS ini dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi.

PT Pakuwon Jati Tbk held General Meeting of Shareholders on June 25, 2025 at The Westin Surabaya Hotel and was attended by the entire Board of Commissioners and Board of Directors.



15 Agustus 2025 | June 25, 2025

Peresmian Park Shanghai
Grand Opening of Park Shanghai

Area kuliner tematik Park Shanghai resmi dibuka pada 15 Agustus 2025. Acara pembukaan ini dihadiri Eri Cahyadi sebagai walikota Surabaya. Destinasi baru ini terintegrasi dengan Superblock Pakuwon City Mall dan merupakan bagian dari strategi Perseroan untuk memperkuat pendapatan berulang.

Park Shanghai, the themed culinary area was officially opened on August 15, 2025. The inauguration was attended by Eri Cahyadi, Mayor of Surabaya. This new destination is integrated with the Pakuwon City Mall Superblock and as part of the Company's strategy to strengthen recurring income.

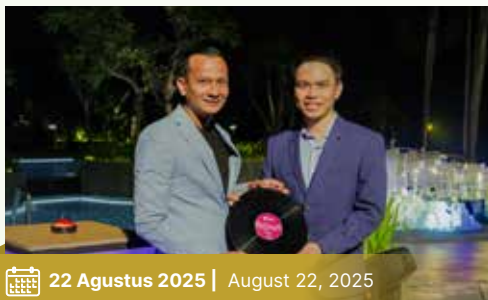


18 Agustus 2025 | August 18, 2025

Groundbreaking Pakuwon Mall Semarang
Groundbreaking of Pakuwon Mall Semarang

PT Pakuwon Permai, anak usaha PT Pakuwon Jati Tbk, memulai pembangunan Pakuwon Mall Semarang yang dijadwalkan beroperasi pada 2029. Tahap pertama mencakup area 12,7 hektar dengan pusat perbelanjaan NLA 134.000 m², piazza berkapasitas 5.000 orang, serta Exhibition dan Convention Hall.

PT Pakuwon Permai, a subsidiary of PT Pakuwon Jati Tbk, has begun construction on Pakuwon Mall Semarang, scheduled to open in 2029. The first phase covers 12.7 hectares with a shopping center NLA of 134,000 m², a 5,000-capacity piazza, and an Exhibition and Convention Hall.



22 Agustus 2025 | August 22, 2025

Pembukaan Hotel Aloft Surabaya
Grand Opening of Aloft Surabaya Hotel

Aloft Surabaya Pakuwon City resmi dibuka pada 22 Agustus 2025 sebagai hotel Marriott International pertama di Surabaya Timur. Hotel ini memiliki 233 kamar, fasilitas meeting, merupakan bagian dari Superblock Pakuwon City Mall.

Aloft Surabaya Pakuwon City officially opened on August 22, 2025, as the first Marriott International hotel in East Surabaya. The hotel features 233 rooms, meeting facilities, and is part of the Pakuwon City Mall Superblock.



22 September 2025 | September 22, 2025

Pembukaan Hotel Four Points Bekasi
Grand Opening of Four Points Bekasi

PT Pakuwon Jati Tbk meluncurkan hotel Four Points Bekasi pada 22 September 2025 sebagai bagian dari pengembangan terpadu Superblock Pakuwon Mall Bekasi. Hotel ini menghadirkan 242 kamar dan suite sehingga meningkatkan total portofolio hotel PT Pakuwon Jati Tbk menjadi 2.907 kamar yang terdiri dari 10 hotel dan 2 serviced apartment. Kontribusi pendapatan berulang dari divisi perhotelan mencapai 20% dari keseluruhan pendapatan PT Pakuwon Jati Tbk.

PT Pakuwon Jati Tbk launched Four Points Bekasi hotel on September 22, 2025, as part of the integrated Superblock development of Pakuwon Mall Bekasi. The hotel features 242 rooms and suites, increasing PT Pakuwon Jati Tbk's total hotel portfolio to 2,907 rooms across 10 hotels and 2 serviced apartments. The hospitality division's recurring revenue contributes 20% to PT Pakuwon Jati Tbk's overall revenue.



 PT. Pakuwon Jati Tbk.

Laporan Direksi

Board of Directors Report

● ● ● ●
Dalam beberapa tahun terakhir, penerapan keberlanjutan di Pakuwon Jati telah berkembang secara signifikan, bertransformasi dari inisiatif operasional menjadi bagian integral dalam proses pengambilan keputusan strategis di seluruh lini bisnis.

In recent years, the implementation of sustainability at Pakuwon Jati has significantly evolved, transforming from operational initiatives into an integral part of strategic decision-making across all business lines.

Djaman Doeloe





Laporan Direksi [SEOJK D.1]

Board of Directors Report



Pada tahun 2025, peringkat MSCI ESG Perseroan meningkat dari BB menjadi BBB. Peningkatan ini mencerminkan penguatan kinerja dalam praktik keberlanjutan yaitu dalam Kesehatan dan Keselamatan Kerja (*Health and Safety*), Keamanan dan Kualitas Produk (*Product Safety and Quality*) dan Perilaku Perusahaan (*Corporate Behavior*). Penguatan-penguatan tersebut memberikan kontribusi sehingga nilai rata-rata yang diperoleh Perseroan berada diatas nilai rata-rata industri real estat.

In 2025, the Company's MSCI ESG rating improved from BB to BBB. This improvement reflects strengthened performance in sustainability practices, particularly in Health and Safety, Product Safety and Quality, and Corporate Behavior. These improvements contributed to the Company achieving an average score above the real estate industry average.

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Dear Shareholders and Stakeholders,

Tahun 2025 menjadi momentum penting bagi Perseroan dalam memperkuat fondasi pertumbuhan jangka panjang melalui kinerja yang tetap solid di tengah dinamika ekonomi, sekaligus menegaskan komitmen terhadap keberlanjutan sebagai bagian yang tidak terpisahkan dari strategi bisnis. Didukung oleh portofolio properti terintegrasi yang resilient serta ekspansi yang dilakukan secara selektif dan terukur, Perseroan terus memperkuat posisinya sebagai pengembang properti yang adaptif dan berdaya saing.

Sepanjang tahun 2025, Perseroan melakukan beberapa upaya penguatan tata kelola di antaranya melalui penerapan kewajiban penandatanganan Pakta Integritas bagi seluruh karyawan, tenant dan mitra kerja. Kewajiban tersebut diterapkan baik dalam bentuk surat pernyataan atau perjanjian sewa menyewa (*tenant*) maupun perjanjian kerja sama (mitra kerja). Selain itu, pada tahun 2025 Perseroan telah membentuk Komite Keberlanjutan & ESG yang merupakan komite di bawah Direksi yang berperan dalam memastikan arah strategis keberlanjutan berjalan secara konsisten, termasuk dalam

The year 2025 marked an important milestone for the Company in strengthening the foundation of long-term growth through solid performance amid economic dynamics, while reinforcing sustainability as an integral part of its business strategy. Supported by a resilient integrated property portfolio and selective, measured expansion, the Company continues to strengthen its position as an adaptive and competitive property developer.

Throughout 2025, the Company undertook several efforts to strengthen corporate governance, including the implementation of mandatory signing of Integrity Pacts by all employees, tenants, and business partners. This requirement is applied in the form of statements or lease agreements (tenants) as well as cooperation agreements (business partners). In addition, in 2025 the Company established a Sustainability & ESG Committee, which is a committee under the Board of Directors that plays a role in ensuring that the strategic direction of sustainability is carried out consistently, including in overseeing





Alexander Stefanus Ridwan Suhendra

Presiden Direktur
President Director

pengawasan Pengelolaan Risiko serta implementasi inisiatif utama seperti efisiensi energi, Pengelolaan emisi dan pengembangan properti berkelanjutan. Pada saat yang sama, Perseroan mulai mengintegrasikan risiko ESG ke dalam kerangka manajemen risiko *enterprise* secara lebih komprehensif sebagai langkah antisipatif terhadap dinamika risiko dan peluang di masa depan.

Langkah tersebut mencerminkan keyakinan Perseroan bahwa keberlanjutan tidak lagi sekadar inisiatif tambahan, melainkan faktor strategis yang menentukan ketahanan dan relevansi bisnis dalam jangka panjang. Di tengah tantangan global, termasuk perubahan iklim dan transisi energi, Perseroan terus memperkuat integrasi prinsip *Environmental, Social, and Governance* (ESG) secara progresif guna mendorong inovasi, meningkatkan daya saing, serta memastikan pertumbuhan usaha yang berkelanjutan dan bertanggung jawab. Atas upaya penguatan tata kelola yang telah dilakukan oleh Perseroan, Perseroan berhasil meraih penghargaan dari *Indonesian Institute for Corporate Directorship* (IICD) sebagai *Most Improved Corporate Governance, Big Cap* dan peringkat MSCI

Risk Management as well as the implementation of key initiatives such as energy efficiency, emissions management, and sustainable property development. At the same time, the Company began integrating ESG risks into the enterprise risk management framework more comprehensively as an anticipatory measure against evolving risks and opportunities in the future.

These efforts reflect the Company's belief that sustainability is no longer merely an additional initiative, but a strategic factor that determines business resilience and relevance in the long term. Amid global challenges, including climate change and the energy transition, the Company continues to strengthen the integration of Environmental, Social, and Governance (ESG) principles progressively in order to drive innovation, enhance competitiveness, and ensure sustainable and responsible business growth. As a result of these governance strengthening efforts, the Company received an award from the Indonesian Institute for Corporate Directorship (IICD) as Most Improved Corporate Governance, Big Cap and MSCI



ESG Perseroan meningkat dari BB menjadi BBB. Peningkatan ini mencerminkan penguatan kinerja dalam praktik keberlanjutan yaitu dalam Kesehatan dan Keselamatan Kerja (*Health and Safety*) dimana 84% dari lini usaha Perseroan memiliki tingkat kecelakaan dan kematian yang rendah, Keamanan dan Kualitas Produk (*Product Safety and Quality*) yang mana bidang usaha Perseroan tidak menghadapi permasalahan terkait kualitas dan keamanan produk dan Perilaku Perusahaan (*Corporate Behavior*) sebagaimana tercermin dalam penerapan kebijakan kode etik dan anti korupsi. Penguatan-penguatan tersebut memberikan kontribusi sehingga nilai rata-rata yang diperoleh Perseroan berada diatas nilai rata-rata industri real estat.

RESPONS STRATEGIS PERSEROAN TERHADAP DINAMIKA DAN TANTANGAN KEBERLANJUTAN

Tahun 2025 ditandai dengan dinamika ekonomi global dan domestik yang masih diwarnai oleh ketidakpastian, termasuk tekanan inflasi, fluktuasi suku bunga, serta perubahan perilaku konsumen. Pada saat yang sama, tren keberlanjutan semakin menguat, ditandai dengan meningkatnya ekspektasi pemangku kepentingan terhadap praktik bisnis yang bertanggung jawab, percepatan transisi energi, serta meningkatnya perhatian terhadap risiko perubahan iklim dan aspek Environmental, Social, and Governance (ESG) dalam pengambilan keputusan investasi.

Sejalan dengan kondisi tersebut, Perseroan menghadapi berbagai tantangan dalam penerapan keberlanjutan, antara lain dinamika regulasi yang terus berkembang, kebutuhan investasi awal dalam pengembangan infrastruktur berkelanjutan, serta peningkatan tuntutan terhadap transparansi dan kinerja ESG. Di samping itu, Perseroan juga dihadapkan pada kebutuhan untuk menjaga keseimbangan antara pertumbuhan bisnis dan pengelolaan dampak lingkungan secara optimal, khususnya dalam pengelolaan portofolio properti yang berorientasi jangka panjang.

Perkembangan tersebut memberikan implikasi langsung bagi Perseroan, di mana tuntutan terhadap efisiensi energi, pengelolaan emisi, kualitas lingkungan bangunan, serta transparansi kinerja keberlanjutan menjadi semakin relevan dalam menjaga daya saing aset serta menarik minat penyewa dan investor.

Dalam merespons dinamika dan tantangan tersebut, Perseroan berlandaskan pada nilai keberlanjutan yang menekankan penciptaan nilai jangka panjang secara seimbang antara aspek ekonomi, lingkungan, dan sosial, termasuk melalui pengelolaan aset properti yang bertanggung jawab, penguatan kualitas sumber daya manusia dan kontribusi kepada masyarakat, serta penerapan tata kelola yang baik dan berintegritas. Nilai ini juga tercermin dalam komitmen Perseroan untuk mengintegrasikan prinsip keberlanjutan ke dalam strategi bisnis dan manajemen risiko guna memperkuat ketahanan dan daya saing jangka panjang. Nilai-nilai tersebut dikembangkan sebagai bagian dari arah strategis Perseroan dan diinternalisasikan ke dalam kebijakan serta proses pengambilan keputusan di seluruh lini bisnis, dengan arahan Direksi serta pengawasan melalui struktur tata kelola yang telah ditetapkan.

Cap, and the Company's MSCI ESG rating increased from BB to BBB. This improvement reflects strengthened performance in sustainability practices, namely in Health and Safety, where 84% of the Company's business lines recorded low accident and fatality rates, Product Safety and Quality, where the Company's business operations did not face issues related to product quality and safety, and Corporate Behavior, as reflected in the implementation of code of conduct and anti-corruption policies. These improvements contributed to the Company achieving an average score above the real estate industry average.

STRATEGIC RESPONSE TO SUSTAINABILITY DYNAMICS AND CHALLENGES

The year 2025 was marked by global and domestic economic dynamics characterized by uncertainty, including inflationary pressures, interest rate fluctuations, and changing consumer behavior. At the same time, sustainability trends continued to strengthen, driven by increasing stakeholder expectations for responsible business practices, accelerated energy transition, and heightened attention to climate-related risks and ESG considerations in investment decisions.

In line with these conditions, the Company faces various sustainability-related challenges, including evolving regulatory requirements, the need for upfront investment in sustainable infrastructure, and increasing demands for ESG transparency and performance. In addition, the Company must balance business growth with the effective management of environmental impacts, particularly in managing its long-term property portfolio.

These developments have direct implications for the Company, as the need for energy efficiency, emissions management, building environmental quality, and sustainability transparency becomes increasingly critical in maintaining asset competitiveness and attracting tenants and investors.

In responding to these dynamics and challenges, the Company is guided by sustainability values that emphasize long-term value creation across economic, environmental, and social aspects. This includes responsible property asset management, strengthening human capital and community contribution, and upholding good governance and integrity. These values are further reflected in the Company's commitment to integrating sustainability into business strategy and risk management to enhance long-term resilience and competitiveness.

Sebagai respons atas berbagai isu keberlanjutan, Perseroan menetapkan kebijakan yang adaptif dan terintegrasi guna memastikan strategi keberlanjutan dapat diimplementasikan secara efektif dan konsisten. Penguatan tata kelola dilakukan melalui pembentukan Komite Keberlanjutan dan ESG di bawah Direksi yang berperan dalam mengarahkan implementasi keberlanjutan, termasuk dalam pengawasan risiko dan evaluasi kinerja. Selain itu, Perseroan mulai mengintegrasikan risiko ESG ke dalam kerangka manajemen risiko enterprise secara lebih sistematis guna mengantisipasi potensi dampak finansial maupun operasional.

Komitmen Direksi dalam menerapkan prinsip keuangan berkelanjutan tercermin melalui penguatan integrasi aspek ESG dalam strategi dan operasional Perseroan, serta pengawasan aktif terhadap implementasi kebijakan keberlanjutan.

Sepanjang tahun 2025, Perseroan mencatatkan kemajuan dalam implementasi keberlanjutan, antara lain melalui penguatan struktur tata kelola, peningkatan kualitas pengelolaan data keberlanjutan, serta pelaksanaan berbagai inisiatif efisiensi energi dan pengelolaan emisi. Sebagai bagian dari komitmen terhadap transparansi dan kredibilitas, data emisi gas rumah kaca Perseroan telah diverifikasi oleh pihak independen, yaitu TÜV SÜD, sejak tahun 2022.



Pendekatan berbasis kehati-hatian juga terus diterapkan dalam pengambilan keputusan strategis guna memastikan keseimbangan antara penciptaan nilai ekonomi dan pengelolaan dampak lingkungan serta sosial.

Dengan pendekatan yang terintegrasi ini, Perseroan tidak hanya merespons tantangan keberlanjutan, tetapi juga memanfaatkan peluang yang muncul untuk memperkuat ketahanan bisnis, meningkatkan kualitas aset, serta menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

PENGUATAN IMPLEMENTASI KEBERLANJUTAN DALAM MENDORONG KINERJA DAN NILAI JANGKA PANJANG

Sepanjang tahun 2025, Perseroan menunjukkan kemajuan yang berkelanjutan dalam implementasi strategi keberlanjutan, yang tercermin melalui pencapaian kinerja pada aspek ekonomi, lingkungan, dan sosial. Pencapaian ini merupakan hasil dari konsistensi Perseroan dalam mengintegrasikan prinsip Environmental, Social, and Governance (ESG) ke dalam model bisnis serta pengelolaan operasional yang terukur dan berorientasi jangka panjang.

To address sustainability issues, the Company has established adaptive and integrated policies to ensure effective and consistent implementation. Governance is strengthened through the establishment of the ESG and Sustainability Committee under the Board of Directors, which oversees risk management and performance evaluation. In addition, ESG risks are progressively integrated into the enterprise risk management framework to anticipate potential financial and operational impacts.

The Board of Directors' commitment to sustainable finance is reflected in the integration of ESG principles into the Company's strategy and operations, as well as active oversight of sustainability initiatives.

Throughout 2025, the Company recorded progress in sustainability implementation, including strengthened governance structures, improved sustainability data management, and the execution of energy efficiency and emissions management initiatives. As part of its commitment to transparency and credibility, the Company's greenhouse gas emissions data has been independently verified by TÜV SÜD since 2022.

A prudential approach is also consistently applied in strategic decision-making to ensure a balance between economic value creation and environmental and social impact management.

Through this integrated approach, the Company not only responds to sustainability challenges but also captures opportunities to strengthen business resilience, enhance asset quality, and create long-term value for all stakeholders.

STRENGTHENING SUSTAINABILITY IMPLEMENTATION TO DRIVE PERFORMANCE AND LONG-TERM VALUE

Throughout 2025, the Company demonstrated continued progress in implementing its sustainability strategy, as reflected in its performance across economic, environmental, and social aspects. These achievements are driven by the Company's consistent integration of Environmental, Social, and Governance (ESG) principles into its business model and operations, supported by a structured and long-term-oriented approach.



Dari aspek ekonomi, Perseroan mencatatkan kinerja yang solid dengan pendapatan sebesar Rp7,11 triliun, meningkat sekitar 6,6% dibandingkan Rp6,67 triliun pada tahun sebelumnya. Laba bersih juga meningkat sebesar 13,9% menjadi Rp2,76 triliun dari Rp2,42 triliun pada tahun 2024. Pencapaian ini mencerminkan efektivitas strategi ekspansi yang selektif serta penguatan portofolio properti terintegrasi, sekaligus menegaskan bahwa penerapan keberlanjutan berjalan selaras dengan penciptaan nilai ekonomi jangka panjang.



Pada aspek lingkungan, Perseroan mencatatkan peningkatan kinerja yang signifikan, khususnya dalam efisiensi energi dan pengelolaan sumber daya. Penggunaan energi terbarukan meningkat menjadi 7.057 GJ, naik sekitar 9,4% dibandingkan 6.452 GJ pada tahun sebelumnya. Selain itu, nilai penghematan energi meningkat secara signifikan menjadi Rp3,47 miliar dari Rp2,34 miliar, mencerminkan peningkatan lebih dari tiga kali lipat yang menunjukkan efektivitas inisiatif efisiensi energi yang diterapkan secara konsisten.

Peningkatan kinerja tersebut turut memberikan dampak finansial positif bagi Perseroan, terutama melalui efisiensi biaya operasional energi yang semakin optimal. Penguatan penggunaan energi terbarukan dan implementasi program efisiensi energi berkontribusi dalam menekan ketergantungan terhadap sumber energi konvensional, sehingga mendukung stabilitas biaya operasional di tengah fluktuasi harga energi. Secara keseluruhan, inisiatif ini tidak hanya meningkatkan kinerja lingkungan, tetapi juga memperkuat efisiensi biaya serta ketahanan operasional Perseroan dalam jangka panjang.

Upaya efisiensi sumber daya air juga menunjukkan hasil yang positif, dengan nilai penghematan air dari pemanfaatan air daur ulang meningkat menjadi Rp6,86 miliar dari Rp5,39 miliar pada tahun sebelumnya. Perseroan juga terus memperluas ruang terbuka hijau menjadi 130.562 m², meningkat sekitar 6,0% dibandingkan 123.199 m² pada tahun 2024, sebagai bagian dari upaya menjaga keseimbangan lingkungan dalam kawasan properti yang dikembangkan.

Dari aspek sosial, kontribusi Perseroan terhadap masyarakat menunjukkan peningkatan yang signifikan, tercermin dari peningkatan dana CSR menjadi Rp19,32 miliar dari Rp5,02 miliar pada tahun sebelumnya, atau meningkat hampir empat kali lipat. Jumlah penerima manfaat juga meningkat signifikan menjadi 33.562 orang dibandingkan 6.879 orang pada tahun 2024, yang mencerminkan komitmen Perseroan dalam menciptakan dampak sosial yang lebih luas dan berkelanjutan.

Program-program tersebut mencakup berbagai inisiatif strategis, antara lain pembangunan rumah layak huni di Bogor dan Gresik sebagai upaya mengentaskan kawasan permukiman kumuh, serta pembangunan saluran air di Bekasi untuk mendukung penanganan banjir. Melalui program-program ini, Perseroan tidak hanya memberikan kontribusi sosial, tetapi juga berperan dalam meningkatkan kualitas hidup masyarakat di sekitar wilayah operasional.

From an economic perspective, the Company delivered solid performance, with revenue reaching IDR7.11 trillion, representing an increase of approximately 6.6% compared to IDR6.67 trillion in the previous year. Net profit also grew by 13.9% to IDR2.76 trillion from IDR2.42 trillion in 2024. These results reflect the effectiveness of the Company's selective expansion strategy and the strengthening of its integrated property portfolio, while reaffirming that sustainability implementation is aligned with long-term economic value creation.

On the environmental front, the Company recorded significant improvements, particularly in energy efficiency and resource management. Renewable energy usage increased to 7,057 GJ, up approximately 9.4% from 6,452 GJ in the previous year. In addition, the value of energy savings rose significantly to IDR3.47 billion from IDR2.34 billion, representing more than a threefold increase and demonstrating the effectiveness of the Company's energy efficiency initiatives.

These improvements have also generated positive financial impacts, particularly through enhanced operational cost efficiency in energy consumption. Increased utilization of renewable energy and consistent implementation of energy efficiency programs have contributed to reducing dependence on conventional energy sources, thereby supporting cost stability amid energy price volatility. Overall, these initiatives not only improve environmental performance but also strengthen cost efficiency and long-term operational resilience.

Efforts to enhance water resource efficiency also delivered positive results, with savings from recycled water utilization increasing to IDR 6.86 billion from IDR 5.39 billion in the previous year. The Company also continued to expand green open spaces to 130,562 m², up approximately 6.0% from 123,199 m² in 2024, as part of its commitment to maintaining environmental balance within its property developments.

From a social perspective, the Company's contribution to communities increased significantly, as reflected in the rise of CSR spending to Rp19.32 billion from Rp5.02 billion in the previous year, representing nearly a fourfold increase. The number of beneficiaries also grew substantially to 33,562 people compared to 6,879 in 2024, demonstrating the Company's commitment to creating broader and more sustainable social impact.

These programs include various strategic initiatives, such as the construction of livable housing in Bogor and Gresik to help address slum areas, as well as the development of drainage systems in Bekasi to support flood mitigation efforts. Through these initiatives, the Company not only contributes socially but also plays a role in improving the quality of life of communities in its operational areas.

Pada aspek tata kelola, Perseroan telah membentuk Komite Keberlanjutan & ESG yang bertanggung jawab atas penerapan praktik keberlanjutan di lingkungan Pakuwon Group. Sebagai bagian dari penguatan tata kelola, Perseroan juga mengintegrasikan pakta integritas dalam perjanjian sewa-menyewa serta kerja sama dengan pemasok. Selain itu, seluruh karyawan Perseroan telah menandatangani pakta integritas sebagai bentuk komitmen terhadap penerapan prinsip etika dan kepatuhan.

Secara keseluruhan, capaian tersebut menegaskan bahwa implementasi keberlanjutan Perseroan telah berjalan sejalan dengan arah strategis yang ditetapkan, sekaligus memperkuat keterkaitan antara kinerja keberlanjutan dan penciptaan nilai bisnis secara menyeluruh.

Sepanjang periode pelaporan, Perseroan juga mencatat sejumlah peristiwa penting yang memperkuat implementasi keberlanjutan, antara lain pembukaan berbagai proyek properti terintegrasi yang mendukung peningkatan pendapatan berulang, serta peluncuran inisiatif pengelolaan limbah melalui pengolahan sampah menjadi *Refuse-Derived Fuel* (RDF) sebagai bagian dari komitmen terhadap pengelolaan lingkungan yang berkelanjutan.

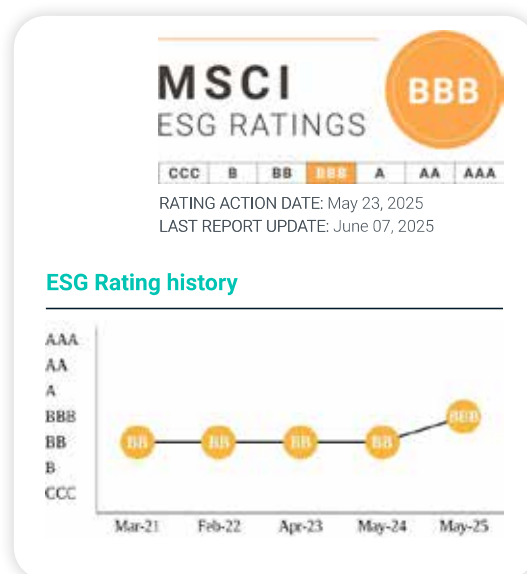
Selain itu, Perseroan juga memperoleh berbagai penghargaan dan pengakuan eksternal, antara lain PT Pakuwon Sentosa Abadi - 1st runner up ASEAN Energy Efficiency and Conservation Best Practice Awards dan Four Points Kuta (PT Pakuwon Jati) - National 1st Energy Saving Building, Tropical Building Penghargaan Efisiensi Energi Nasional (PEEN) by Kementerian ESDM. Selain itu, peringkat MSCI ESG Perseroan juga meningkat dari BB menjadi BBB, yang semakin memperkuat posisi Perseroan sebagai pengembang properti yang berorientasi pada keberlanjutan dan keunggulan operasional.

In governance aspect, the Company has established a Sustainability & ESG Committee who responsible for overseeing the implementation of sustainability practices across the Pakuwon Group. As part of strengthening governance, the Company has also incorporated integrity pacts into lease agreements and supplier contracts. In addition, all employees have signed integrity pacts as a commitment to upholding ethical standards and compliance.

Overall, these achievements reaffirm that the Company's sustainability implementation is aligned with its strategic direction, while strengthening the linkage between sustainability performance and overall business value creation.

During the reporting period, the Company also recorded several key milestones that further reinforced its sustainability implementation, including the development and opening of integrated property projects that support recurring income growth, as well as the launch of waste management initiatives through the conversion of waste into Refuse-Derived Fuel (RDF), reflecting its commitment to sustainable environmental practices.

In addition, the Company received various awards and external recognitions, including PT Pakuwon Sentosa Abadi as the 1st Runner Up at the ASEAN Energy Efficiency and Conservation Best Practice Awards and Four Points Kuta (PT Pakuwon Jati) as the National 1st Winner for Energy Saving Building – Tropical Building at the National Energy Efficiency Awards (PEEN) organized by the Ministry of Energy and Mineral Resources. In addition, the Company's MSCI ESG rating improved from BB to BBB, further strengthening its position as a property developer committed to sustainability and operational excellence.



Ke depan, Perseroan akan mengakselerasi transformasi keberlanjutan sebagai bagian integral dari strategi pertumbuhan jangka panjang. Fokus utama diarahkan pada peningkatan efisiensi operasional, optimalisasi penggunaan energi rendah karbon, serta pengembangan portofolio properti yang lebih berkelanjutan, adaptif terhadap perubahan iklim, dan memiliki daya saing global.

Going forward, the Company will accelerate its sustainability transformation as an integral part of its long-term growth strategy. Key priorities include enhancing operational efficiency, optimizing the use of lower-carbon energy, and developing a property portfolio that is more sustainable, climate-resilient, and globally competitive.



Perseroan menargetkan peningkatan signifikan kontribusi bangunan berkonsep hijau dalam portofolionya, dengan tujuan mencapai sekitar 50% dari total luas area dalam jangka menengah. Inisiatif ini menjadi bagian dari komitmen Perseroan dalam menciptakan aset yang lebih efisien, bernilai tinggi, dan selaras dengan ekspektasi pemangku kepentingan serta standar keberlanjutan global.



Di sisi tata kelola, Perseroan akan terus memperkuat fondasi governance melalui peningkatan transparansi, akuntabilitas, serta penguatan sistem pengawasan dan kebijakan, guna memastikan bahwa seluruh inisiatif keberlanjutan dijalankan secara konsisten, terukur, dan berintegritas. Dengan langkah-langkah ini, Perseroan optimistis dapat memperkuat posisi sebagai pengembang properti terdepan yang berkelanjutan dan berdaya saing tinggi di tingkat nasional maupun regional.



STRATEGI PERSEROAN DALAM MENGELOLA RISIKO DAN MENGOPTIMALKAN PELUANG KEBERLANJUTAN



Dalam menjalankan strategi keberlanjutan, Perseroan secara aktif mempertimbangkan dinamika faktor eksternal yang berpotensi mempengaruhi kinerja dan keberlanjutan usaha, baik dari aspek ekonomi, lingkungan, maupun sosial. Ketidakpastian kondisi ekonomi global, fluktuasi harga energi, percepatan transisi menuju ekonomi rendah karbon, serta meningkatnya ekspektasi pemangku kepentingan terhadap praktik ESG menjadi faktor utama yang membentuk lanskap risiko dan peluang bagi Perseroan.

Dari perspektif risiko, Perseroan mengidentifikasi sejumlah risiko utama yang berpotensi mempengaruhi keberlanjutan usaha, termasuk risiko perubahan iklim baik yang bersifat transisi maupun fisik, risiko kenaikan biaya operasional akibat fluktuasi harga energi, serta risiko reputasi dan kepatuhan yang terkait dengan peningkatan tuntutan transparansi ESG. Selain itu, perubahan preferensi konsumen terhadap bangunan yang lebih ramah lingkungan juga menjadi faktor yang perlu diantisipasi dalam menjaga daya saing portofolio properti Perseroan.

Untuk mengelola risiko tersebut, Perseroan menerapkan pendekatan yang terintegrasi melalui penguatan kerangka manajemen risiko enterprise yang telah mencakup aspek Environmental, Social, and Governance (ESG). Pendekatan ini didukung oleh pengawasan aktif Direksi serta peran Komite Keberlanjutan dan ESG dalam memastikan bahwa identifikasi, evaluasi, dan mitigasi risiko dilakukan secara sistematis dan berkelanjutan. Upaya mitigasi yang dilakukan antara lain melalui peningkatan efisiensi energi, diversifikasi sumber energi termasuk pemanfaatan energi terbarukan, penguatan kualitas desain dan operasional bangunan, serta peningkatan transparansi dan pelaporan keberlanjutan.

Di sisi lain, Perseroan juga melihat dinamika keberlanjutan sebagai peluang strategis untuk memperkuat pertumbuhan usaha. Meningkatnya permintaan terhadap properti yang efisien energi, ramah lingkungan, dan berstandar ESG membuka peluang bagi Perseroan untuk meningkatkan daya tarik aset serta mempertahankan tingkat okupansi dan pendapatan berulang. Selain itu, implementasi inisiatif keberlanjutan turut

The Company is committed to significantly increasing the share of green building assets within its portfolio, targeting approximately 50% of total gross floor area over the medium term. This initiative reflects the Company's commitment to creating higher-value, more efficient assets that align with stakeholder expectations and global sustainability standards.

On the governance aspect, the Company will further strengthen its governance foundation by enhancing transparency, accountability, and oversight mechanisms to ensure that sustainability initiatives are implemented consistently, measurably, and with integrity. Through these efforts, the Company is confident in reinforcing its position as a leading sustainable property developer with strong competitiveness at both the national and regional levels.

COMPANY STRATEGY IN MANAGING RISKS AND CAPTURING SUSTAINABILITY OPPORTUNITIES

In executing its sustainability strategy, the Company actively considers external factors that may impact its performance and long-term sustainability across economic, environmental, and social dimensions. Global economic uncertainty, energy price volatility, the accelerating transition toward a low-carbon economy, and rising stakeholder expectations for ESG practices are key factors shaping the Company's risk and opportunity landscape.

From a risk perspective, the Company identifies several key risks that may affect business sustainability, including climate-related risks—both transition and physical—potential increases in operating costs due to energy price fluctuations, and reputational and compliance risks associated with heightened ESG transparency requirements. In addition, evolving consumer preferences toward greener and more sustainable buildings represent a critical factor in maintaining the competitiveness of the Company's property portfolio.

To address these risks, the Company adopts an integrated approach through its enterprise risk management framework, which incorporates Environmental, Social, and Governance (ESG) aspects. This approach is supported by active oversight from the Board of Directors and the ESG and Sustainability Committee to ensure that risk identification, assessment, and mitigation are conducted systematically and continuously. Mitigation measures include enhancing energy efficiency, diversifying energy sources including renewable energy adoption, strengthening building design and operational quality, and improving sustainability transparency and reporting.

At the same time, the Company views sustainability dynamics as a strategic opportunity to drive business growth. Increasing demand for energy-efficient, environmentally friendly, and ESG-compliant properties presents opportunities to enhance asset attractiveness, maintain occupancy levels, and strengthen recurring income. Furthermore, sustainability initiatives contribute

menciptakan efisiensi operasional yang berdampak langsung pada penguatan profitabilitas jangka panjang.

Perseroan juga memanfaatkan peluang dari perkembangan kebijakan dan insentif terkait energi terbarukan dan efisiensi energi, yang dapat mendukung optimalisasi biaya operasional serta meningkatkan nilai tambah aset. Dalam jangka panjang, integrasi keberlanjutan ke dalam strategi bisnis juga memberikan potensi akses terhadap sumber pendanaan yang lebih kompetitif, seiring dengan meningkatnya perhatian investor terhadap kinerja ESG.

Dengan mengelola risiko secara proaktif dan memanfaatkan peluang secara strategis, Perseroan optimis dapat memperkuat ketahanan usaha sekaligus menciptakan pertumbuhan yang berkelanjutan. Pendekatan ini memastikan bahwa keberlanjutan tidak hanya menjadi faktor mitigasi risiko, tetapi juga sebagai pendorong utama dalam menciptakan nilai jangka panjang bagi Perseroan dan seluruh pemangku kepentingan.

PENUTUP

Perseroan meyakini bahwa keberlanjutan merupakan fondasi utama dalam menjaga kesinambungan usaha dan menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan. Dengan fondasi tata kelola yang semakin kuat, strategi yang adaptif, serta komitmen yang konsisten dalam mengintegrasikan prinsip Environmental, Social, and Governance (ESG), Perseroan optimis dapat terus menghadapi dinamika bisnis sekaligus memanfaatkan peluang pertumbuhan di masa depan.

Ke depan, Perseroan akan terus memperkuat implementasi keberlanjutan secara terintegrasi guna meningkatkan daya saing, ketahanan operasional, serta kontribusi positif terhadap lingkungan dan masyarakat.

Dalam kesempatan ini, Perseroan menyampaikan apresiasi dan terima kasih yang sebesar-besarnya kepada Dewan Komisaris atas arahan dan pengawasan yang konstruktif, kepada jajaran manajemen atas kepemimpinan dan implementasi strategi yang efektif, serta kepada seluruh karyawan atas dedikasi dan kontribusi yang berkelanjutan. Perseroan juga menyampaikan terima kasih kepada seluruh pemegang saham, mitra usaha, pelanggan, dan pemangku kepentingan lainnya atas kepercayaan dan dukungan yang telah diberikan.

Dukungan tersebut menjadi landasan penting bagi Perseroan untuk terus bertumbuh secara berkelanjutan dan menciptakan nilai jangka panjang bagi seluruh pihak.

to operational efficiencies, which directly support long-term profitability.

The Company also leverages opportunities arising from regulatory developments and incentives related to renewable energy and energy efficiency, which support cost optimization and enhance asset value. Over the long term, the integration of sustainability into the Company's business strategy also opens access to more competitive sources of financing, in line with growing investor focus on ESG performance.

By proactively managing risks and strategically capturing opportunities, the Company is well-positioned to strengthen its business resilience while achieving sustainable growth. This approach ensures that sustainability serves not only as a risk mitigation tool but also as a key driver of long-term value creation for the Company and its stakeholders.

CLOSING

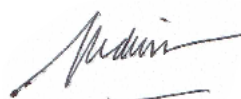
The Company believes that sustainability serves as a fundamental foundation in ensuring business continuity and creating long-term value for all stakeholders. With strengthened governance, adaptive strategies, and a consistent commitment to integrating Environmental, Social, and Governance (ESG) principles, the Company remains confident in its ability to navigate business dynamics while capturing future growth opportunities.

Going forward, the Company will continue to strengthen the integrated implementation of sustainability to enhance competitiveness, operational resilience, and positive contributions to the environment and society.

On this occasion, the Company would like to express its sincere appreciation and gratitude to the Board of Commissioners for their constructive guidance and oversight, to the management team for their leadership and effective execution of strategies, and to all employees for their continued dedication and contributions. The Company also extends its gratitude to shareholders, business partners, customers, and other stakeholders for their trust and support.

Such support forms a strong foundation for the Company to achieve sustainable growth and create long-term value for all.

Atas nama Direksi,
On behalf of the Board of Directors,



Alexander Stefanus Ridwan Suhendra
Presiden Direktur
President Director



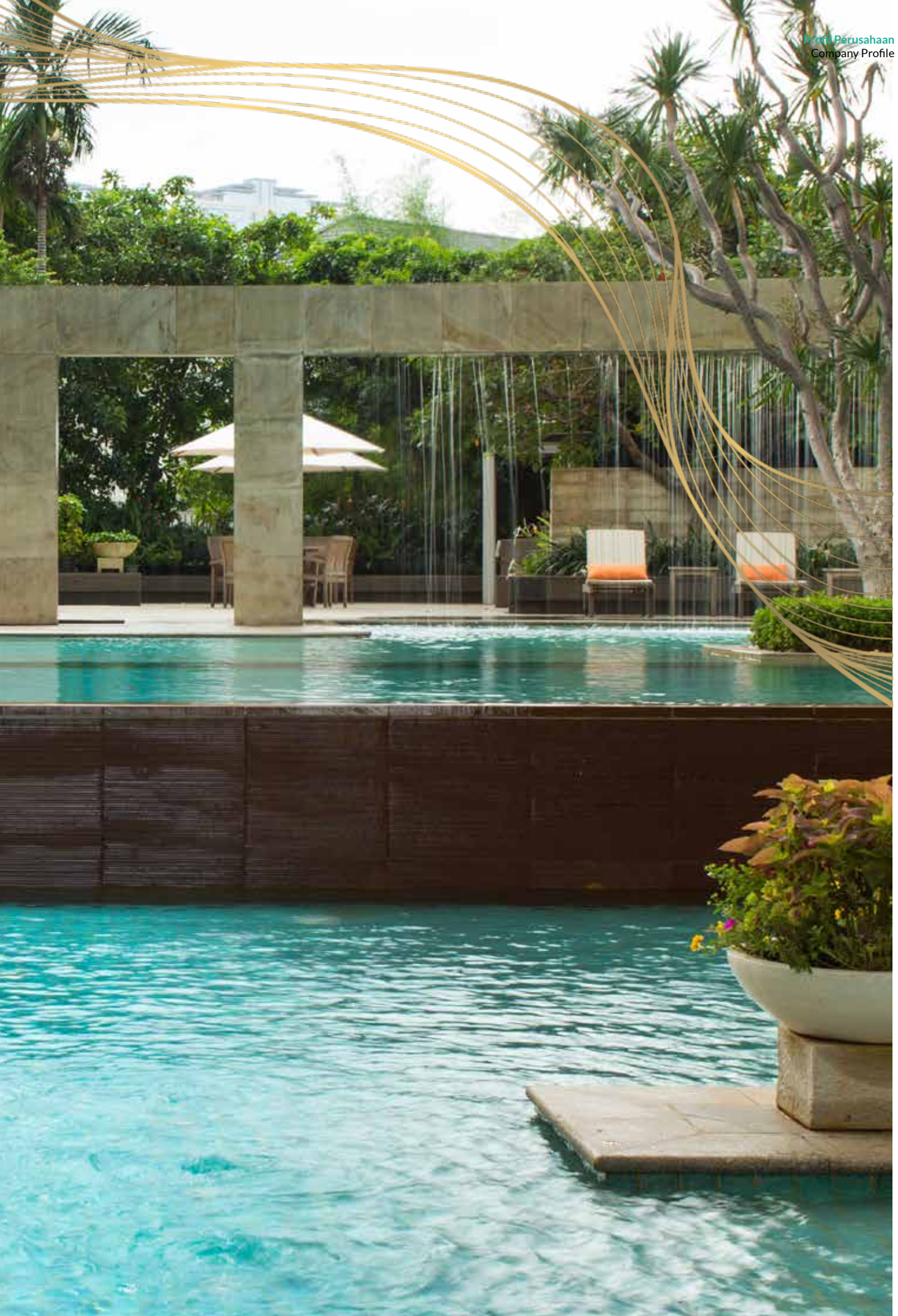
 PT. Pakuwon Jati Tbk.

Profil Perusahaan

Company Profile

● ● ●
Pencapaian keberlanjutan yang diraih Perseroan mencerminkan konsistensi dalam mengintegrasikan prinsip ESG ke dalam model bisnis, sekaligus memperkuat posisi sebagai pengembang properti yang adaptif dan berorientasi jangka panjang.

The Company's sustainability achievements reflect consistent integration of ESG principles into its business model, while strengthening its position as an adaptive and long-term-oriented property developer.





Informasi Umum Perusahaan [GRI 2-1]

General Information of The Company




PT. Pakuwon Jati Tbk.



Nama Perusahaan
Company Name
PT Pakuwon Jati Tbk



Bursa Efek Indonesia
Indonesia Stock Exchange (IDX)
PWON



Atrium - Pakuwon City Mall 3



Tanggal Pendirian
Date of Establishment
20 September 1982
September 20, 1982



Tanggal Pencatatan Saham
Listing Date
9 Oktober 1989
October 9, 1989



Dasar Hukum Pendirian
Legal Basis of Establishment
Akta No. 281 tanggal 20
September 1982
Deed No. 281 dated September
20, 1982



Aset [SEOJK C.3]
Assets
Rp36.466 Miliar | Billion



Liabilitas [SEOJK C.3]
Liabilities
Rp9.843 Miliar | Billion



Ekuitas [SEOJK C.3]
Equity
Rp26.623 Miliar | Billion



Kepemilikan Saham [SEOJK C.3]
Share Ownership

Saham >5% | Shares >5%

▶ PT Pakuwon Arthaniaga
68,68%

Saham <5% | Shares <5%

▶ Masyarakat (masing-masing <5%) | Public (Each <5%)
31,26%

▶ PT Artisan Surya Kreasi
0,03%

▶ Alexander Tedja
0,02%

▶ PT Pakuwon Darma
0,01%

▶ Ir. Richard Adisastra
0,00%

▶ Wong Boon Siew Ivy
0,00%



Produk Usaha [SEOJK C.4]
Business Product

- Pengusahaan pusat perkantoran, perbelanjaan dan apartemen servis
- Perhotelan
- Residensial dan Perkantoran yang dijual
- Offices, Shopping Center, and Serviced Apartment
- Hospitality
- Residential and Office Building for sale



Jaringan Usaha
Business Network

2 Kantor Pusat, 2 Township, dan 6 Superblok yang termasuk di dalamnya 6 Pusat Perkantoran, 11 Pusat Perbelanjaan, 2 Apartemen Servis, 25 Kondominium, dan 10 Hotel

2 Head Office, 2 Townships, and 6 Superblocks includes 6 Office Center, 11 Shopping Centers, 2 Serviced Apartments, 25 Condominiums, and 10 Hotels



Jumlah Karyawan [SEOJK C.3]
Number of Employee

3.478

➤ **Laki-laki**
Male

2.405

➤ **Perempuan**
Female

1.073



Modal Dasar
Authorized Capital

Rp **3.000.000.000.000,-**

atau 120.000.000.000 lembar saham
or 120.000.000.000 shares



Keanggotaan Asosiasi [SEOJK C.5], [GRI 2-28]
Association Membership

AEI (Asosiasi Emiten Indonesia) sejak 9 Oktober 1989 sebagai anggota
AEI (Association of Indonesian Issuers) since October 9, 1989 as a member

APINDO (Asosiasi Pengusaha Indonesia) sejak 1 Januari 1994

APINDO (The Indonesian Employers' Association) since January 1, 1994

Carbon Disclosure Project (CDP) sejak tahun 2022
Carbon Disclosure Project (CDP) since 2022



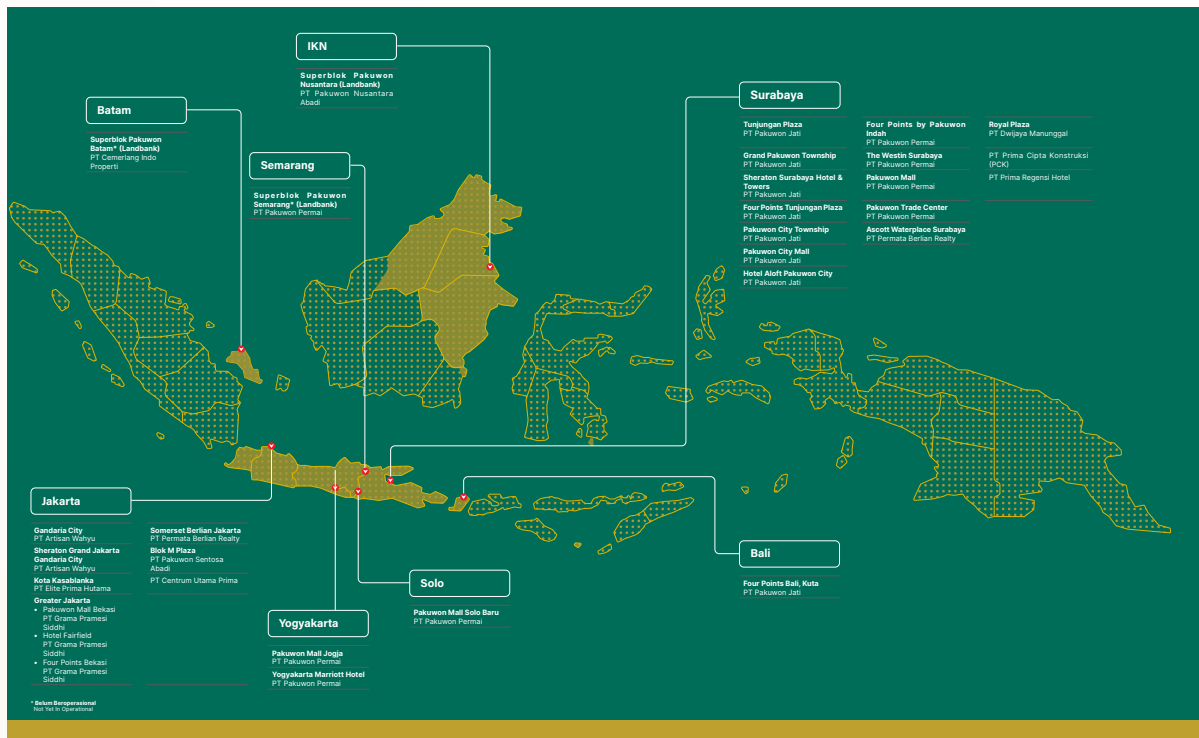
Modal Ditempatkan dan Disetor Penuh
Issued and Fully Paid-up Capital

Rp **1.203.990.060.000,-**

atau 48.159.602.400 lembar saham
or 48,159,602,400 shares



Wilayah Operasi [SEOJK C.3]
Operation Area



➤ Jakarta, Greater Jakarta, Surabaya, Bali, Yogyakarta, Solo, Semarang, Batam, IKN
Jakarta, Greater Jakarta, Surabaya, Bali, Yogyakarta, Solo, Semarang, Batam, IKN



Alamat [SEOJK C.2]
Address



Pakuwon City Mall, 5th Floor
Jl. Kejawan Putih Mutiara No. 17
Pakuwon City Surabaya 60112, Indonesia



Telepon : +62 31-99218800



Email : corpsec@pakuwon.com



Website : www.pakuwonjati.com



Sejarah Perusahaan

Company History



Pakuwon Mall Solo Baru

PT Pakuwon Jati Tbk (yang selanjutnya disebut “Perusahaan” atau “Perseroan” atau “Pakuwon Jati” atau “Kami”) didirikan di Surabaya pada tanggal 20 September 1982 berdasarkan Akta Pendirian No. 281 oleh Notaris Kartini Muljadi, SH di Jakarta dan telah disetujui oleh Kementerian Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C2-308.HT.01.TH.83 tanggal 17 Januari 1983 dan diumumkan dalam Berita Negara Republik Indonesia No. 28 tanggal 8 April 1983, Tambahan No. 420.

Selama lebih dari empat dekade, Perseroan telah berkiprah sebagai pengembang real estat terkemuka dengan menghadirkan berbagai mahakarya kelas dunia, serta menjadikannya sebagai bagian tak terpisahkan dari industri properti tanah air. Portofolio Perseroan terdiversifikasi secara geografis di sejumlah kota utama di Indonesia, meliputi Batam, Jakarta, Greater Jakarta, Semarang, Yogyakarta, Solo, Surabaya, Bali, dan Kalimantan Timur (IKN).

Perseroan menjalankan model bisnis yang terintegrasi secara vertikal di sepanjang rantai nilai real estate, mencakup pengadaan lahan, pengembangan properti, pemasaran, dan manajemen operasional. Dikenal memiliki keahlian dalam pengembangan kawasan Superblok, Perseroan telah berhasil mengembangkan penataan ruang terpadu berskala besar mulai dari pusat perbelanjaan ritel, kantor, kondominium dan hotel.

PT Pakuwon Jati Tbk (hereinafter referred to as “the Company” or “Pakuwon Jati” or “We”) was established in Surabaya under Deed of Establishment No. 281 dated September 20, 1982, by Notary Kartini Muljadi, SH in Jakarta and was approved by the Ministry of Justice of the Republic of Indonesia based on Decree No. C2-308.HT.01. TH.83 dated January 17, 1983 and published in the State Gazette of the Republic of Indonesia No. 28 dated April 8, 1983, Supplement No. 420.

For more than four decades, the Company has established itself as a leading real estate developer by delivering various world-class masterpieces, making it an integral part of the Indonesian property industry. The Company’s portfolio is geographically diversified across several major cities in Indonesia, including Batam, Jakarta, Greater Jakarta, Semarang, Yogyakarta, Solo, Surabaya, Bali, and East Kalimantan (the National Capital City/IKN).

The Company operates a vertically integrated business model across the entire real estate value chain, encompassing land acquisition, property development, marketing, and operational management. Well known for its expertise in superblock development, the Company has successfully developed large-scale integrated urban developments, including retail shopping centers, offices, condominiums, and hotels.

Hingga saat ini, Pakuwon Group memiliki jaringan usaha yang terdiri atas 2 Kantor Pusat, 2 township, serta 6 superblok yang di dalamnya mencakup 7 pusat perbelanjaan, 6 pusat perkantoran, 25 kondominium, 8 hotel, dan 1 apartemen servis sebagai bagian dari pengembangan kawasan terintegrasi. Selain itu, Perseroan juga memiliki aset berdiri sendiri berupa 4 pusat perbelanjaan, 2 hotel, dan 1 apartemen servis yang tersebar di berbagai lokasi strategis.

PERUBAHAN SIGNIFIKAN PADA ORGANISASI [SEOJK C.6]

Sepanjang tahun 2025, Perseroan tidak mengalami perubahan signifikan dalam struktur organisasi maupun pengendalian usaha. Struktur entitas anak dan komposisi kepemilikan Perseroan tetap konsisten dan tidak mengalami perubahan material dibandingkan tahun sebelumnya.

Namun demikian, Perseroan mencatat sejumlah perkembangan usaha yang material, antara lain pembukaan Fairfield by Marriott Bekasi, Four Points by Sheraton Bekasi, serta Aloft Surabaya Pakuwon City, sebagai bagian dari penguatan portofolio hospitality dan strategi pengembangan kawasan terpadu (*superblock*) yang berorientasi pada pertumbuhan berkelanjutan serta peningkatan kontribusi *recurring income*.

Currently, Pakuwon Group has established a business network consisting of 2 Head Offices, 2 townships, and 6 superblocks integrating 7 shopping malls, 6 office buildings, 25 condominiums, 8 hotels, and 1 serviced apartment. In addition to these integrated developments, the Company also manages standalone assets comprising 4 shopping malls, 2 hotels, and 1 serviced apartment located across various strategic locations.

SIGNIFICANT CHANGES IN ORGANIZATION [SEOJK C.6]

Throughout 2025, the Company did not experience any significant changes in its organizational structure or control. The structure of subsidiaries and the Company's ownership composition remained consistent and did not undergo any material changes compared to the previous year.

Nevertheless, the Company recorded several material business developments, including the opening of Fairfield by Marriott Bekasi, Four Points by Sheraton Bekasi, and Aloft Surabaya Pakuwon City, as part of strengthening its hospitality portfolio and integrated superblock development strategy aimed at sustainable growth and increasing recurring income contribution.



Superblock Tunjungan Plaza



Perseroan memandang keberlanjutan bukan sebagai inisiatif tambahan, melainkan sebagai bagian integral dari strategi bisnis, yang terus berkembang seiring dengan meningkatnya ekspektasi pemangku kepentingan dan dinamika industri properti yang semakin berorientasi pada ESG.

The Company views sustainability not as an incremental initiative, but as an integral part of its business strategy, evolving alongside rising stakeholder expectations and the growing ESG orientation of the property sector.



Visi - Misi

Vision – Mission



Visi Misi Perseroan telah dikaji dan disetujui oleh Dewan Komisaris dan Direksi dan dinilai masih relevan dengan kondisi dan perkembangan usaha saat ini. Adapun Visi Misi Perseroan adalah sebagai berikut:

The Company's Vision and Mission have been reviewed and approved by the Board of Commissioners and the Board of Directors and are deemed relevant to the current business conditions and developments. The Company's Vision and Mission are as follows:



VISI VISION

**TUMBUH BERSAMA
PEMEGANG SAHAM,
KARYAWAN,
PENYEWA, DAN
PEMBELI.**

Together We Grow with our shareholders, employees, tenants and consumers.



MISI MISSION

1. Menjadi pengembang pusat perbelanjaan retail non-strata yang terdepan di Indonesia
 2. Mengembangkan superblok terbaik dan pengembang hunian berskala kota mandiri untuk kualitas hidup yang lebih baik
 3. Menjadi tempat kerja terbaik dalam industri properti
 4. Mengoptimalkan pengembalian investasi bagi penyewa dan pembeli
1. To become the leasing non-strata retail shopping centers developer in Indonesia
 2. To develop the best superblocks and townships toward better living quality
 3. To become the best working place in the country's property industry
 4. To optimize the returns on investments for our tenants and buyers

NILAI-NILAI VALUES



I C A R E

C Collaboration

Selalu bersemangat untuk membangun kerjasama internal maupun eksternal serta menjaga hubungan baik dengan customer.
Employees are always eager to build internal and external collaboration and maintain good relations with customers.

I Integrity

Memiliki tanggung jawab dalam bekerja dengan bersikap jujur serta menjaga kehormatan akan harkat dan martabat perusahaan.
Employees have responsibilities to work honestly and maintain the Company's honor and dignity.

A Agility

Mampu menyesuaikan diri terhadap perubahan strategi perusahaan dan bersikap proactive (tidak defensif) terhadap langkah-langkah perubahan yang diambil Perusahaan.
Employees are able to adapt to changes in the Company's strategy and be proactive (not defensive) regarding the measures of the Company's change.

E Excellence

Selalu menjaga kualitas kerja, berpikir secara kreatif & inovatif serta senantiasa menjaga prinsip perbaikan berkelanjutan agar menjadi pemimpin pasar.
Employees always strive to maintain the quality of work by thinking creatively and innovatively and always maintain the principle of continuous improvement to become a market leader.

R Resilience

Memiliki ketangguhan untuk bangkit kembali, beradaptasi, dan pulih secara efektif dari tantangan dan kesulitan, yang dihadapi.
Employees have resilience to bounce back, adapt to, and recover effectively from challenges and difficult situations.





Main Gate - Pakuwon City

Kegiatan Usaha [SEOJK C.4], [GRI 2-6] Business Activities

Ruang lingkup kegiatan Perusahaan adalah menjalankan usaha dalam bidang:

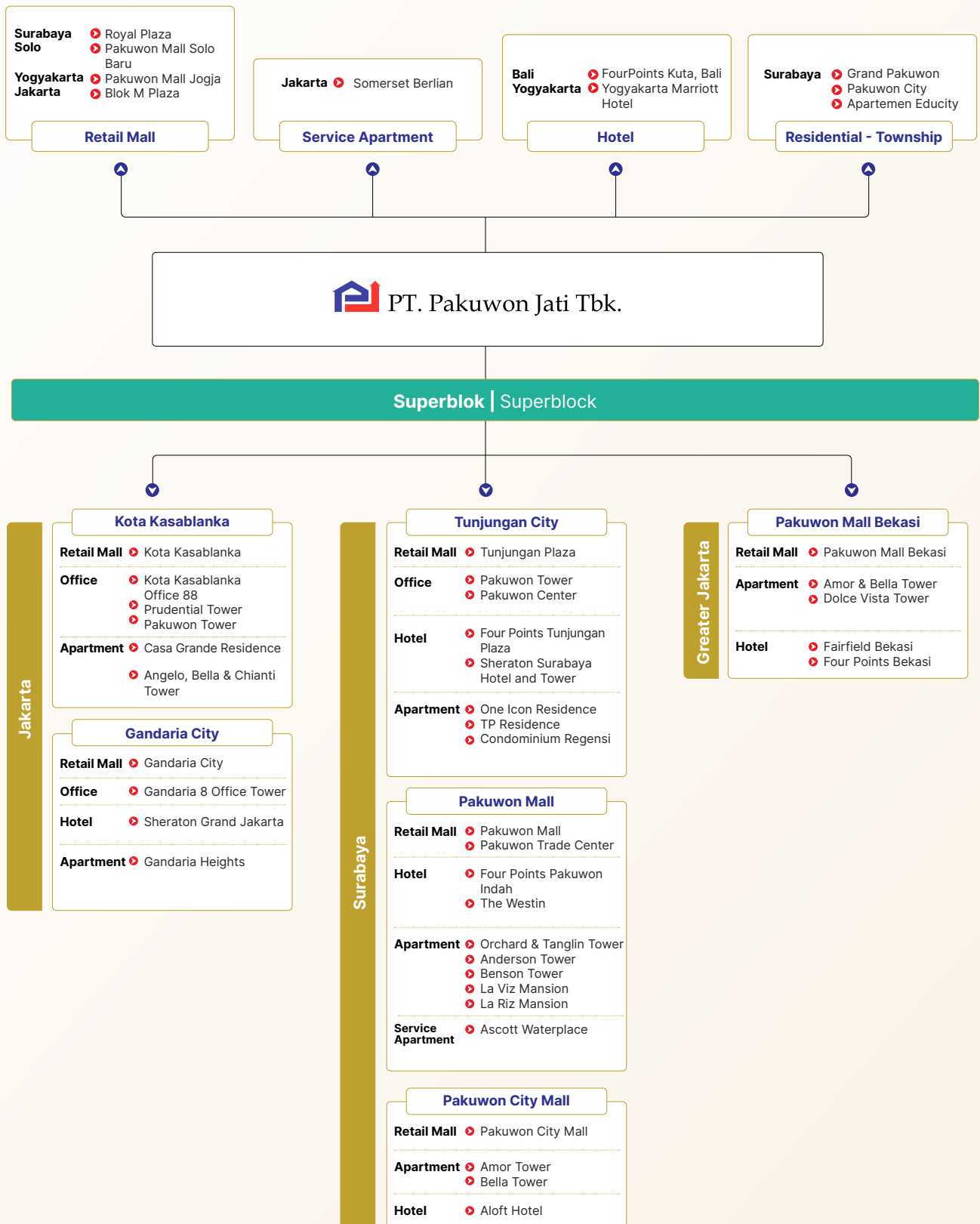
1. Pusat perbelanjaan
2. Pusat perkantoran
3. Hotel dan
4. Residensial

Sejak Mei 1986, Perseroan telah menjalankan seluruh kegiatan usaha tersebut melalui 3 (tiga) divisi, yaitu Divisi Komersial yang meliputi segmen persewaan pusat perbelanjaan ritel, perkantoran, dan apartemen servis. Divisi Hospitality berupa hotel, serta Divisi Residensial yang terdiri atas pengembangan hunian vertikal (*high-rise*) maupun horizontal (*landed*).

The scope of the Company's activities is to engage in several business fields:

1. Shopping Center
2. Office Center
3. Hotel and
4. Residential

Since May 1986, the Company has carried out all business activities through 3 (three) divisions, namely Commercial Division which includes the rental segment for retail shopping centers, office center, and serviced apartments. Hospitality Division in the form of hotels, and Residential Division which consists of highrise and landed residence development.





PRODUK DAN LAYANAN

Perusahaan menawarkan produk-produk yang secara garis besar dikelompokkan dalam 3 lini usaha yaitu:

1. Pengusahaan Pusat Perkantoran, Perbelanjaan, dan Apartemen Servis;
2. Perhotelan;
3. Residensial dan Perkantoran yang dijual.



Pengusahaan Pusat Perkantoran, Perbelanjaan, dan Apartemen Servis



PRODUCTS AND SERVICES

In general, the Company offers products are grouped into 3 business lines, namely:

1. Office Center, Shopping Centers, and Serviced Apartment;
2. Hospitality;
3. Residential and Office Building for sale.

Office Center, Shopping Center and Serviced Apartment

| | | |
|--|---|--|
| <p>Pusat Perkantoran Office Center</p> <p>6 Pusat Perkantoran 6 Office Centers</p> <p>Luas Seluruh Lantai Gross Floor Area (GFA) 155.000 m²</p> <p>Rata-rata Tingkat Okupansi Average of Occupancy rate 74%</p> <ul style="list-style-type: none"> • Gandaria 8 Office, Jakarta • Kota Kasablanka Office 88, Jakarta • Prudential Tower, Jakarta • Pakuwon Tower, Jakarta • Pakuwon Tower, Surabaya • Pakuwon Center, Surabaya | <p>Pusat Perbelanjaan Shopping Center</p> <p>11 Pusat Perbelanjaan 11 Shopping Centers</p> <p>Luas Sewa Bersih Net Leaseable Area 859.000 m²</p> <p>Rata-rata Tingkat Okupansi Average of Occupancy rate 94%</p> <ul style="list-style-type: none"> • Gandaria City • Kota Kasablanka • Blok M Plaza • Pakuwon Mall Bekasi • Tunjungan Plaza • Pakuwon Mall • Pakuwon Trade Center • Royal Plaza • Pakuwon City Mall • Pakuwon Mall Jogja • Pakuwon Mall Solo Baru | <p>Apartemen Servis Serviced Apartment</p> <p>2 Apartemen Servis 2 Serviced Apartment</p> <p>Jumlah Kamar Number of Room 286 kamar/rooms</p> <p>Rata-rata Tingkat Okupansi Average of Occupancy rate 60%</p> <ul style="list-style-type: none"> • Somerset Berlian Jakarta • Ascott Waterplace Surabaya |
|--|---|--|

Perhotelan

Hospitality

| | | |
|--|---|--|
| <p>Perhotelan Hospitality</p> <p>10 Hotel Hotels</p> <ul style="list-style-type: none"> • Sheraton Surabaya Hotel and Towers (bintang 5 5 star) • Four Points by Sheraton, Tunjungan Plaza (bintang 4 4 star) • Four Points by Sheraton, Pakuwon Mall (bintang 4 4 star) • The Westin, Pakuwon Mall (bintang 5 5 Star) | <p>Jumlah Kamar Number of Room</p> <p>2.621 kamar rooms</p> | <p>Rata-rata Tingkat Okupansi Average of Occupancy rate</p> <p>64%</p> <ul style="list-style-type: none"> • Sheraton Grand Jakarta Gandaria City (bintang 5 5 star) • Marriott Hotel Yogyakarta (bintang 5 5 star) • Four Points by Sheraton Bali, Kuta (bintang 4 4 star) • Aloft Pakuwon City, Surabaya (bintang 4 4 star) • Fairfield Bekasi (bintang 4 4 star) • Four Points Bekasi (bintang 4 4 star) |
|--|---|--|

Residensial dan Perkantoran yang dijual

Residential and Office Building for sale

| | |
|--|--|
| <p>Kota Mandiri Township</p> <p>2 Kota Mandiri Township</p> <ul style="list-style-type: none"> • Pakuwon City di Surabaya Timur • Grand Pakuwon di Surabaya Barat <p>Pengembangan kota mandiri mencakup komponen hunian yang dibangun dan dikelola dalam bentuk klaster-klaster, kawasan pendidikan, dan area komersial, dengan dukungan infrastruktur dan fasilitas penghuni yang berkelas.</p> | <p>Luas Area</p> <p>1.100 hektar</p> <ul style="list-style-type: none"> • Pakuwon City in East Surabaya • Grand Pakuwon in West Surabaya <p>The township development covers residential components built and managed in clusters, educational area, and commercial area, with the support of infrastructure and high-class residential facilities.</p> |
|--|--|



Apartemen
Apartment

6 Kawasan Hunian Vertikal
High-rise Residential

25 Tower
Towers



Luas Seluruh Lantai
Gross Floor Area (GFA)

882.000 m²

- 1 (satu) tower Gandaria Heights (715 unit) di Superblok Gandaria City
- 4 (empat) tower Casa Grande Residence (1.077 unit) dan 3 (tiga) tower apartemen Angelo, Bella dan Chianti (1.176 unit) di Superblok Kota Kasablanka
- 1 (satu) tower TP Residence (272 unit) dan 1 (satu) tower apartemen One Icon Residence (491 unit).
- 2 (dua) tower Orchard & Tanglin (1.916 unit), 1 (satu) tower La Riz (453 unit), 1 (satu) tower Anderson (1.277 unit), 1 (satu) tower Benson (1.305 unit), dan 1 (satu) tower La Viz (276 unit) di Superblok Pakuwon Mall.
- 4 (empat) tower Educity (3.538 unit), 1 (satu) tower Amor (1.491 unit) dan 1 (satu) Tower Bella (882 unit) di EastCoast Mansion yang berada di Superblok Pakuwon City Mall, Kota mandiri Pakuwon City.
- 1 (satu) tower Amor (726 unit), 1 (satu) Tower Bella (777 unit) dan 1 Tower Dolce Vista (299 unit) di Pakuwon Mall Bekasi
- 1 (one) Gandaria Heights Towers (715 units) in Gandaria City Superblock
- 4 (four) Casa Grande Towers (1,077 units) and 3 (three) Angelo, Bella and Chanti Apartment Towers (1,176 units) in Kota Kasablanka Superblock
- 1 (one) TP Residence tower (272 units), and 1 (one) One Icon apartment tower (491 units).
- 2 (two) Orchard & Tanglin towers (1,916 units), 1 (one) La Riz tower (453 units), 1 (one) Anderson tower (1,277 units), 1 (One) Benson tower (1,305 units), and 1 (one) La Viz tower (276 units) in Pakuwon Mall Superblock.
- 4 (four) Educity tower (3.538 units), 1 (one) Amor Tower (1.491 units) and 1 (one) Bella Tower (882 units) at EastCoast Mansion located in Superblock Pakuwon City Mall, Pakuwon City Township.
- 1 (one) tower Amor (726 units), 1 (one) Tower Bella (777 units) and 1 Tower Dolce Vista (299 units) in Pakuwon Mall Bekasi.

Seluruh produk properti kami ditujukan kepada pasar dalam negeri (Indonesia) yaitu di Jakarta, Greater Jakarta, Surabaya, Solo, Yogyakarta, dan Bali dengan target konsumen yang bervariasi, mulai dari masyarakat umum kelas A hingga A+, dan korporat, yang disesuaikan dengan masing-masing produk Perseroan. Jumlah penjualan produk Perseroan pada tahun 2025 dapat dilihat pada tabel di bawah ini.

All of our products are aimed at the domestic market (Indonesia), covering Jakarta, Greater Jakarta, Surabaya, Solo, Yogyakarta, and Bali with a variety of target consumers, starting from public in A class to A+, and corporate which is tailored to each of the Company's products. Number of the Company's product sales in 2025, can be seen in the table below.

Penjualan Produk
Product Sales

| Nama Produk Product Name | Volume Penjualan Produk Product Sales Volume (Unit Units) | | | Penjualan Produk Product Sales (Rp-Miliar IDR-Billion) | | |
|---|---|------------|------------|--|--------------|--------------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Produk yang dijual Product for Sale | | | | | | |
| Kondominium Condominium | 609 | 656 | 581 | 795 | 778 | 825 |
| Perkantoran Office | 3 | 8 | 9 | 16 | 58 | 54 |
| Tanah Kavling Landplot | 10 | 3 | 4 | 42 | 20 | 8 |
| Rumah House | 133 | 230 | 159 | 449 | 698 | 456 |
| Jumlah Total | 754 | 897 | 753 | 1,301 | 1,554 | 1.342 |



Wilayah Operasional [SEOJK C.3]

Operating Area



Surabaya

Tunjungan Plaza
PT Pakuwon Jati

Grand Pakuwon Township
PT Pakuwon Jati

Sheraton Surabaya Hotel & Towers
PT Pakuwon Jati

Four Points Tunjungan Plaza
PT Pakuwon Jati

Pakuwon City Township
PT Pakuwon Jati

Pakuwon City Mall
PT Pakuwon Jati

Hotel Aloft Pakuwon City
PT Pakuwon Jati

Four Points by Pakuwon Indah
PT Pakuwon Permai

The Westin Surabaya
PT Pakuwon Permai

Pakuwon Mall
PT Pakuwon Permai

Pakuwon Trade Center
PT Pakuwon Permai

Ascott Waterplace Surabaya
PT Permata Berlian Realty

Royal Plaza

PT Dwijaya Manunggal

PT Prima Regensi Hotel

PT Prima Cipta Konstruksi

Bali

Four Points Bali, Kuta
PT Pakuwon Jati

Profil Sumber Daya Manusia [SEOJK C.3], [GRI 2-7]

Profile of Human Resources

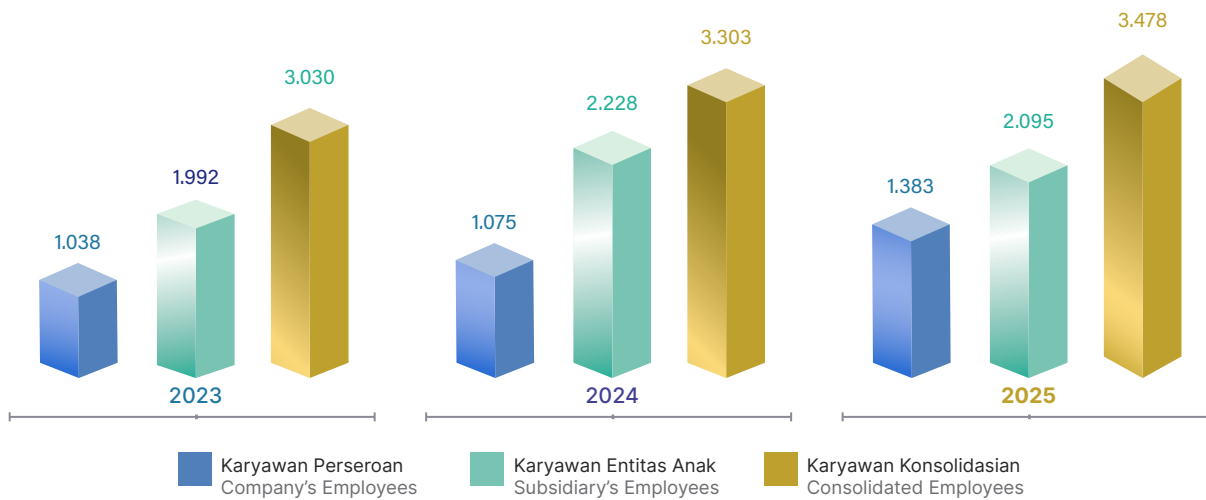
Karyawan Perseroan di tahun 2025 ada sebanyak 3.478 karyawan konsolidasian, meningkat sebesar 5,3% dibandingkan dengan jumlah karyawan di tahun sebelumnya yang tercatat sebesar 3.303 karyawan. Berikut data demografi karyawan Perseroan berdasarkan jenis kelamin, level jabatan, usia, jenjang pendidikan dan status kepegawaian.

In 2025, the Company employed a total of 3,478 consolidated employees, representing an increase of 5.3% compared to 3,303 employees in the previous year. The following is demographic data for the Company's employees based on gender, position level, age, education level, and employment status.

Pertumbuhan Jumlah Karyawan
Growth of Employees

| Uraian Description | 2025 | 2024 | 2023 |
|--|--------------|--------------|--------------|
| Jumlah Karyawan Perseroan Total Company Employees | 1.383 | 1.075 | 1.038 |
| Jumlah Karyawan Entitas Anak Total of Subsidiary Entity Employees | 2.095 | 2.228 | 1.992 |
| Total | 3.478 | 3.303 | 3.030 |

Pertumbuhan Jumlah Karyawan
Growth of Employees



Komposisi Karyawan Berdasarkan Status Perusahaan dan Jenis Kelamin
Employee Composition Based on Company Status and Gender

| Status Perusahaan Company Status | 2025 | | | | 2024 | | | | 2023 | | | |
|-------------------------------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|
| | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % |
| Perseroan The Company | 923 | 460 | 1.383 | 40% | 730 | 345 | 1.075 | 33% | 726 | 312 | 1.038 | 34% |
| Entitas Anak Subsidiary | 1.482 | 613 | 2.095 | 60% | 1.602 | 626 | 2.228 | 67% | 1.428 | 564 | 1.992 | 66% |
| Jumlah Total | 2.405 | 1.073 | 3.478 | 100% | 2.332 | 971 | 3.303 | 100% | 2.154 | 876 | 3.030 | 100% |

Komposisi Karyawan Berdasarkan Wilayah Kerja dan Jenis Kelamin

Employee Composition Based on Operating Area and Gender

| Wilayah Kerja Operating Area | 2025 | | | | 2024 | | | | 2023 | | | |
|---------------------------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|
| | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % |
| Jakarta | 914 | 372 | 1.286 | 37% | 812 | 297 | 1.109 | 34% | 830 | 303 | 1.133 | 37% |
| Semarang | 3 | - | 3 | - | - | - | - | - | - | - | - | - |
| Yogyakarta | 184 | 67 | 251 | 7% | 200 | 82 | 282 | 9% | 192 | 72 | 264 | 9% |
| Solo | 37 | 20 | 57 | 2% | 36 | 18 | 54 | 2% | 35 | 17 | 52 | 2% |
| Surabaya | 1.064 | 513 | 1.577 | 45% | 1.062 | 469 | 1.531 | 46% | 974 | 405 | 1.379 | 46% |
| Bekasi | 143 | 77 | 220 | 6% | 163 | 79 | 242 | 7% | 65 | 52 | 117 | 4% |
| Bali | 60 | 24 | 84 | 2% | 59 | 26 | 85 | 3% | 58 | 27 | 85 | 3% |
| Jumlah Total | 2.405 | 1.073 | 3.478 | 100% | 2.332 | 971 | 3.303 | 100% | 2.154 | 876 | 3.030 | 100% |

Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

Employee Composition Based on Education Level and Gender

| Pendidikan Education | 2025 | | | | 2024 | | | | 2023 | | | |
|---|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|
| | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % |
| S2 Master | 43 | 29 | 72 | 2% | 48 | 29 | 77 | 2% | 41 | 25 | 66 | 2% |
| S1 Bachelor | 654 | 596 | 1.250 | 36% | 614 | 537 | 1.151 | 35% | 515 | 503 | 1.018 | 34% |
| D1, 2, 3 Diploma | 282 | 162 | 444 | 13% | 250 | 153 | 403 | 12% | 238 | 106 | 344 | 11% |
| SD – SLTA Elementary – Senior High School | 1.426 | 286 | 1.712 | 49% | 1.420 | 252 | 1.672 | 51% | 1.360 | 242 | 1.602 | 53% |
| Jumlah Total | 2.405 | 1.073 | 3.478 | 100% | 2.332 | 971 | 3.303 | 100% | 2.154 | 876 | 3.030 | 100% |

Komposisi Karyawan Berdasarkan Rentang Usia dan Jenis Kelamin

Employee Composition Based on Age Group and Gender

| Rentang Usia Age Range | 2025 | | | | 2024 | | | | 2023 | | | |
|---------------------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|
| | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % |
| >55 tahun years old | 93 | 31 | 124 | 4% | 130 | 41 | 171 | 5% | 140 | 28 | 168 | 6% |
| 45-54 tahun years old | 466 | 120 | 586 | 17% | 440 | 111 | 551 | 17% | 433 | 98 | 531 | 18% |
| 35-44 tahun years old | 748 | 239 | 987 | 28% | 726 | 243 | 969 | 29% | 675 | 241 | 916 | 30% |
| 25-34 tahun years old | 935 | 500 | 1.435 | 41% | 654 | 333 | 987 | 30% | 579 | 303 | 882 | 29% |
| 18-24 tahun years old | 163 | 183 | 346 | 10% | 382 | 243 | 625 | 19% | 327 | 206 | 533 | 18% |
| Jumlah Total | 2.405 | 1.073 | 3.478 | 100% | 2.332 | 971 | 3.303 | 100% | 2.154 | 876 | 3.030 | 100% |

Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin
Employee Composition Based on Position Level and Gender

| Level Jabatan Position Level | 2025 | | | | 2024 | | | | 2023 | | | |
|---------------------------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|
| | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % |
| Executive Level | 5 | 5 | 10 | 0% | 6 | 3 | 9 | 0% | 6 | 3 | 9 | 0% |
| Senior Level | 251 | 161 | 412 | 12% | 213 | 128 | 341 | 10% | 191 | 111 | 302 | 10% |
| Mid-Level | 620 | 258 | 878 | 25% | 603 | 226 | 829 | 25% | 527 | 224 | 751 | 25% |
| Entry Level | 1.529 | 649 | 2.178 | 63% | 1.510 | 614 | 2.124 | 64% | 1.430 | 538 | 1.968 | 65% |
| Jumlah Total | 2.405 | 1.073 | 3.478 | 100% | 2.332 | 971 | 3.303 | 100% | 2.154 | 876 | 3.030 | 100% |

Komposisi Karyawan Berdasarkan Status dan Jenis Kelamin
Employee Composition Based on Status and Gender

| Status | 2025 | | | | 2024 | | | | 2023 | | | |
|---------------------------------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|--------------|------------------|-----------------|-------------|
| | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % | Pria Male | Wanita Female | Jumlah Total | % |
| Karyawan Tetap Permanent Employee | 1.855 | 807 | 2.662 | 77% | 1.745 | 631 | 2.376 | 72% | 1.440 | 500 | 1.940 | 64% |
| Karyawan Kontrak Contract Employee | 550 | 266 | 816 | 23% | 587 | 340 | 927 | 28% | 714 | 376 | 1.090 | 36% |
| Jumlah Total | 2.405 | 1.073 | 3.478 | 100% | 2.332 | 971 | 3.303 | 100% | 2.154 | 876 | 3.030 | 100% |

Komposisi Karyawan Berdasarkan Jenis Kelamin
Employee Composition Based on Gender

| Jenis Kelamin Gender | 2025 | | 2024 | | 2023 | |
|-------------------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|
| | Jumlah Total | % | Jumlah Total | % | Jumlah Total | % |
| Pria Male | 2.405 | 69% | 2.332 | 71% | 2.154 | 71% |
| Wanita Female | 1.073 | 31% | 971 | 29% | 876 | 29% |
| Jumlah Total | 3.478 | 100% | 3.303 | 100% | 3.030 | 100% |



Upacara Bendera 17 Agustus 2025 - Tunjungan Plaza

Komposisi Karyawan Berdasarkan Jenis Kelamin dan Rentang Usia [ESG S-02]

Komposisi Karyawan Berdasarkan Jenis Kelamin dan Rentang Usia

| Rentang Usia Age Group | Level Jabatan Position Level | | | | | | | | Jumlah Pegawai Total Employees |
|---------------------------|---------------------------------|------------------|--------------|------------------|--------------|------------------|-----------------|------------------|-----------------------------------|
| | Entry Level | | Mid-Level | | Senior-Level | | Executive-Level | | |
| | Pria Male | Wanita Female | Pria Male | Wanita Female | Pria Male | Wanita Female | Pria Male | Wanita Female | |
| 18-25 tahun years old | 104 | 111 | 42 | 44 | 17 | 27 | 0 | 1 | 346 |
| 25-35 tahun years old | 594 | 302 | 241 | 120 | 98 | 75 | 2 | 2 | 1.435 |
| 35-45 tahun years old | 476 | 145 | 193 | 57 | 78 | 36 | 2 | 1 | 987 |
| 45-55 tahun years old | 296 | 73 | 120 | 29 | 49 | 18 | 1 | 9 | 586 |
| >55 tahun years old | 59 | 19 | 24 | 7 | 10 | 5 | 0 | 0 | 124 |
| Jumlah Total | 1.529 | 650 | 620 | 257 | 252 | 161 | 5 | 13 | 3.478 |

PEKERJA SEMENTARA [GRI 2-8], [ESG-S-04]

Pekerja sementara adalah karyawan yang bekerja di wilayah operasional Perseroan namun secara administratif dipekerjakan oleh pihak ketiga (*outsourcing*), berdasarkan jangka waktu tertentu atau untuk proyek tertentu. Pada tahun 2025, Perseroan memiliki 3.245 orang pekerja sementara yang dipekerjakan oleh pihak ketiga (*outsourcing*), atau setara dengan 48,27% dari total karyawan, sebagaimana disajikan pada tabel berikut:

TEMPORARY WORKERS [GRI 2-8], [ESG-S-04]

Temporary workers are employees who operate within the Company's operational areas but are administratively employed by third parties (*outsourcing*), for a defined period or specific projects. In 2025, the Company engaged 3,245 temporary workers employed by third parties (*outsourcing*), representing 48.27% of the total workforce, as presented in the following table:

Pegawai Sementara Temporary Workers

| Uraian Description | Jumlah Pegawai (dalam tahun pelaporan) Number of Employees (in the reporting year) | % |
|--|--|----------------|
| Jumlah Karyawan Perseroan Jumlah Karyawan Perseroan | 3.478 | 51,73% |
| Jumlah Karyawan Outsourcing Jumlah Karyawan Outsourcing | 3.245 | 48,27% |
| Jumlah Karyawan Jumlah Karyawan | 6.723 | 100,00% |

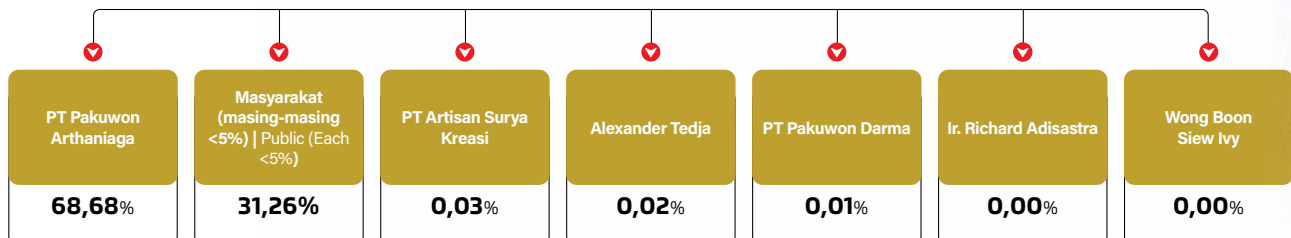


Kepemilikan Saham [SEOJK C.3]

Share Ownership



PT. Pakuwon Jati Tbk.



KEPEMILIKAN SAHAM PERSEROAN

THE COMPANY'S SHARE OWNERSHIP

| Uraian Description | 1 Januari 2025 | | | 31 Desember 2025 | | |
|---|---|-------------------------------------|----------------|---|-------------------------------------|----------------|
| | Jumlah Saham (lembar) Number of Shares (Share) | Nilai Saham Par Value (Rp IDR) | (%) | Jumlah Saham (lembar) Number of Shares (share) | Nilai Saham Par Value (Rp IDR) | (%) |
| Nilai Nominal Rp25,- per saham Par Value IDR25,- per share | | | | | | |
| Modal Dasar Authorized Capital | 120.000.000.000 | 3.000.000.000.000 | | 120.000.000.000 | 3.000.000.000.000 | |
| Komposisi Pemegang Saham lebih dari 5% Shareholding Composition more than 5% | | | | | | |
| PT Pakuwon Arthaniaga | 33.077.598.400 | 826.939.960.000 | 68,68% | 33.077.598.400 | 826.939.960.000 | 68,68% |
| Komposisi Pemegang Saham Kurang dari 5% Shareholding Composition less than 5% | | | | | | |
| Masyarakat Public (masing-masing di bawah 5% each below 5%) | 15.050.761.660 | 376.269.041.500 | 31,26% | 15.050.761.660 | 376.269.041.500 | 31,26% |
| PT Artisan Surya Kreasi | 16.071.200 | 401.780.000 | 0,03% | 16.071.200 | 401.780.000 | 0,03% |
| Alexander Tedja (Presiden Komisaris President Commissioner) | 10.608.000 | 265.200.000 | 0,02% | 10.608.000 | 265.200.000 | 0,02% |
| PT Pakuwon Darma | 3.432.100 | 85.802.500 | 0,01% | 3.432.100 | 85.802.500 | 0,01% |
| Wong Boon Siew Ivy (Direktur Director) | 1.000.000 | 25.000.000 | 0,00% | 1.000.000 | 25.000.000 | 0,00% |
| Ir. Richard Adisastra (Komisaris Commissioner) | 131.040 | 3.276.000 | 0,00% | 131.040 | 3.276.000 | 0,00% |
| Jumlah Total | 48.159.602.400 | 1.203.990.060.000 | 100,00% | 48.159.602.400 | 1.203.990.060.000 | 100,00% |





Informasi Entitas Anak dan/atau Entitas Asosiasi [GRI 2-2]

Information on Subsidiary and/or Associated Entity

Sampai dengan 31 Desember 2025, Perseroan memiliki 12 (dua belas) Entitas Anak dengan Kepemilikan Langsung dan Tidak Langsung, yaitu:

As of December 31, 2025, the Company has 12 (twelve) Direct and Indirect Subsidiaries, namely:

| Nama Name | Bidang Usaha Line of Business | Domisili Domicile | Tahun Berdiri Establishment Year |
|---|--|----------------------|--|
| Kepemilikan Langsung Direct Ownership | | | |
| PT Artisan Wahyu (AW) | Pengembang properti Gandaria City Property Developer of Gandaria City | Jakarta | 1994 |
| PT Elite Prima Utama (EPH) | Pengembang properti Kota Kasablanka Property Developer of Kota Kasablanka | Jakarta | 2003 |
| PT Prima Regency Hotel (PRH) (d/h PT Pakuwon Regensi (PR)) | Tidak aktif Dormant | Surabaya | 1997 |
| PT Grama Pramesi Siddhi (GPS) | Pengembang properti Pakuwon Mall Bekasi Property Developer of Pakuwon Mall Bekasi | Jakarta | 2011 |
| PT Centrum Utama Prima (CUP) | Pengembang properti Property Developer | Jakarta | 2007 |
| PT Pakuwon Permai (PP) | Pengembang properti Pakuwon Mall, Pakuwon Mall Jogja dan Pakuwon Mall Solo Baru Property Developer of Pakuwon Mall, Pakuwon Mall Jogja and Pakuwon Mall Solo Baru | Surabaya | 1995 |
| PT Pakuwon Nusantara Abadi (PNA) | Pengembang Properti dan Hotel Property and Hotel Developer | Jakarta | 2023 |
| PT Prima Cipta Konstruksi (PCK) | Konstruksi Construction | Surabaya | 2024 |
| Kepemilikan Tidak Langsung Indirect Ownership | | | |
| PT Dwijaya Manunggal (DJM) | Pengembang properti Royal Plaza Property Developer of Royal Plaza | Surabaya | 1989 |
| PT Pakuwon Sentosa Abadi (PSA) | Pengembang properti Blok M Plaza Property Developer of Blok M Plaza | Jakarta | 1987 |
| PT Permata Berlian Realty (PBR) | Apartemen Servis Somerset dan Ascott Waterplace Apartment Services Somerset and Ascott Waterplace | Jakarta | 1994 |
| PT Cemerlang Indo Properti (CIP) | Pengembang properti Property Developer | Jakarta | 2019 |

Keterangan:

- Saham PT Grama Pramesi Siddhi (GPS) dimiliki langsung oleh Perseroan sebesar 50,50% dan dimiliki tidak langsung melalui PT Pakuwon Permai (PP) sebesar 49,50%
- Saham PT Dwijaya Manunggal (DJM) dimiliki tidak langsung melalui PT Pakuwon Permai (PP)
- Saham PT Pakuwon Sentosa Abadi (PSA) dimiliki tidak langsung melalui PT Pakuwon Permai (PP)
- Saham PT Permata Berlian Realty (PBR) dimiliki tidak langsung melalui PT Pakuwon Sentosa Abadi (PSA)
- Saham PT Cemerlang Indo Properti (CIP) dimiliki tidak langsung melalui PT Artisan Wahyu (AW)

| Tahun Beroperasi Komersial Commencement Year | Tahun Penyertaan Modal Year of Equity Participation | Kepemilikan Ownership (%) | | Jumlah Aset Total Assets (Rp-Miliar IDR-Billion) | | Status Operasi Operating Status |
|---|--|------------------------------|--------|---|-------|------------------------------------|
| | | 2025 | 2024 | 2025 | 2024 | |
| 2010 | 2006 | 83,33% | 83,33% | 2.860 | 2.977 | Beroperasi Operating |
| 2012 | 2001 | 99,99% | 99,99% | 5.600 | 6.102 | Beroperasi Operating |
| - | 1997 | 99,99% | 99,99% | 2 | 2 | Belum Beroperasi Not Operating |
| 2020 | 2012 | 50,50% | 50,50% | 2.442 | 2.107 | Beroperasi Operating |
| - | 2013 | 70,00% | 70,00% | 617 | 618 | Belum Beroperasi Not Operating |
| 2003 | 2015 | 67,13% | 67,13% | 8.950 | 8.305 | Beroperasi Operating |
| - | 2023 | 99,99% | 99,99% | 51 | 25 | Belum Beroperasi Not Operating |
| 2025 | 2024 | 99,90% | 99,99% | 76 | 25 | Beroperasi Operating |
| 2006 | 2004 | 75,00% | 75,00% | 396 | 461 | Beroperasi Operating |
| 1991 | 2004 | 99,92% | 99,92% | 757 | 655 | Beroperasi Operating |
| 2007 | 2014 | 99,99% | 99,99% | 239 | 321 | Beroperasi Operating |
| - | 2019 | 90,00% | 90,00% | 206 | 202 | Belum Beroperasi Not Operating |

Remarks:

- Shares of PT Grama Pramesi Siddhi (GPS) direct owned by the Company is 50.50% and indirect owned by PT Pakuown Permai (PP) is 49.50%
- Shares of PT Dwijaya Manunggal (DJM) indirect owned by PT Pakuown Permai (PP)
- Shares of PT Pakuown Sentosa Abadi (PSA) indirect owned by PT Pakuown Permai (PP)
- Shares of PT Permata Berlian Realty (PBR) indirect owned by PT Pakuown Sentosa Abadi (PSA)
- Shares of PT Cemerlang Indo Properti (CIP) indirect owned by PT Artisan Wahyu (AW)

Profil Entitas Anak

Profile of Subsidiary Entities



▶ PT Artisan Wahyu (AW)

AW, berdiri berdasarkan Akta Notaris yang dibuat di hadapan Esther Mercia Sulaiman, S.H., No.186, tanggal 29 Maret 1994 dan mulai beroperasi sejak tahun 2010. AW bergerak di bidang pengembang properti Gandaria City. Hingga akhir tahun 2025, komposisi pemegang saham AW adalah:

- PT Pakuwon Jati Tbk 83,33%,
- PT Pakuwon Darma 16,67%

AW, established under Notarial Deed Esther Mercia Sulaiman, S.H., No.186, dated March 29, 1994, and started its operation since 2010. AW is engaged as property developer of Gandaria City. By the end of 2025, the composition of AW's shareholders is:

- PT Pakuwon Jati Tbk 83.33%,
- PT Pakuwon Darma 16.67%



▶ PT Elite Prima Utama (EPH)

EPH, berdiri berdasarkan Akta Notaris yang dibuat di hadapan Tse min Suhardi, S.H., pengganti Rachmat Santoso, S.H., No. 55, tanggal 07 Februari 2003 dan mulai beroperasi sejak tahun 2012. EPH bergerak di bidang pengembang properti Kota Kasablanka. Hingga akhir tahun 2025, komposisi pemegang saham EPH adalah:

- PT Pakuwon Jati Tbk 99,99%,
- Alexander Tedja 0,01%

EPH, established under Notarial Deed Tse Min Suhardi, S.H., replacement for Rachmat Santoso, S.H., No. 55, dated February 7, 2003, and started its operation since 2012. EPH is engaged as property developer of Kota Kasablanka. By the end of 2025, the composition of EPH's shareholders is:

- PT Pakuwon Jati Tbk 99.99%,
- Alexander Tedja 0.01%



▶ PT Prima Regency Hotel (PRH) (d/h PT Pakuwon Regensi (PR))

PRH, berdiri berdasarkan Akta Notaris Rika You Soo, S.H., No.1, tanggal 7 Agustus 1997 dan belum beroperasi hingga saat ini. Hingga akhir tahun 2025, komposisi pemegang saham PRH adalah:

- PT Pakuwon Jati Tbk 99,99%,
- PT Pakuwon Darma 0,01%

PRH, established under Notarial Deed Rika You Soo, S.H., No. 1, dated August 7, 1997, and still not operating yet until today. By the end of 2025, the composition of PRH's shareholders is:

- PT Pakuwon Jati Tbk 99.99%,
- PT Pakuwon Darma 0.01%



▶ PT Grama Pramesi Siddhi (GPS)

GPS, berdiri berdasarkan Akta Notaris yang dibuat dihadapan Buntario Trigis Darmawa NG., S.H., S.E., M.H., No. 56, tanggal 9 September 2011 dan mulai beroperasi sejak tahun 2020. GPS bergerak di bidang pengembang properti Pakuwon Mall Bekasi. Hingga akhir tahun 2025, komposisi pemegang saham GPS adalah:

- PT Pakuwon Jati Tbk 50,50%,
- PT Pakuwon Permai 49,50%

GPS, established under Notarial Deed Buntario Trigis Darmawa NG., S.H., S.E., M.H., No. 56, dated September 9, 2011, and started its operation since 2020. GPS is engaged as property developer of Pakuwon Mall Bekasi. By the end of 2025, the composition of GPS's shareholders is:

- PT Pakuwon Jati Tbk 50.50%,
- PT Pakuwon Permai 49.50%



▶ **PT Centrum Utama Prima (CUP)**

CUP, berdiri berdasarkan Akta Notaris Patricia Bunandi Panggabean, S.H., No. 5, tanggal 8 Mei 2007 dan belum beroperasi hingga saat ini. CUP bergerak di bidang pengembang properti. Hingga akhir tahun 2025, komposisi pemegang saham CUP adalah:

- PT Pakuwon Jati Tbk 70,00%,
- PT Kalma Indocorpora 30,00%

CUP, established under Notarial Deed Patricia Bunandi Panggabean, S.H., No. 5, dated May 8, 2007 and still not operating yet until today. CUP is engaged in property development. By the end of 2025, the composition of CUP's shareholders is:

- PT Pakuwon Jati Tbk 70.00%,
- PT Kalma Indocorpora 30.00%



▶ **PT Pakuwon Permai (PP)**

PP, berdiri berdasarkan Akta Notaris Poerbaningsih Adi Warsito, S.H., No. 221, tanggal 30 Januari 1995 dan mulai beroperasi sejak tahun 2003. PP bergerak di bidang pengembang properti Pakuwon Mall. Hingga akhir tahun 2025, komposisi pemegang saham PP adalah:

- PT Pakuwon Jati Tbk 67,13%,
- PT Pakuwon Darma 32,87%

PP, established under Notarial Deed Poerbaningsih Adi Warsito, S.H., No. 221, dated January 30, 1995, and started its operation since 2003. PP is engaged as property developer of Pakuwon Mall. By the end of 2025, the composition of PP's shareholders is:

- PT Pakuwon Jati Tbk 67.13%,
- PT Pakuwon Darma 32.87%



▶ **PT Pakuwon Nusantara Abadi (PNA)**

PNA, berdiri berdasarkan Akta Notaris Buntario Tigris Darmawa, S.H., S.E., M.H., No. 29, tanggal 3 Oktober 2023 dan belum beroperasi hingga saat ini. Hingga akhir tahun 2025, komposisi pemegang saham PNA adalah:

- PT Pakuwon Jati Tbk 99,996%,
- PT Elite Prima Utama 0,004%

PNA, established under Notarial Deed Buntario Tigris Darmawa, S.H., S.E., M.H., No. 29, dated October 3, 2023, and still not operating yet until today. By the end of 2025, the composition of PNA's shareholders is:

- PT Pakuwon Jati Tbk 99.996%,
- PT Elite Prima Utama 0.004%



▶ **PT Prima Cipta Konstruksi (PCK)**

PCK, berdiri berdasarkan Akta Notaris Anita Anggawidjaja, S.H., No. 47, tanggal 18 September 2024 dan mulai beroperasi sejak tahun 2025. Hingga akhir tahun 2025, komposisi pemegang saham PCK adalah:

- PT Pakuwon Jati Tbk 99,9%,
- Alexander Tedja 0,1%

PCK, established under Notarial Deed Anita Anggawidjaja, S.H., No. 47, dated September 18, 2024, and started its operation since 2025. By the end of 2025, the composition of PCK's shareholders is:

- PT Pakuwon Jati Tbk 99.9%,
- Alexander Tedja 0.1%



▶ PT Dwijaya Manunggal (DJM)

DJM, berdiri berdasarkan Akta Notaris Soetjipto, S.H., No. 117, tanggal 16 Maret 1989 dan mulai beroperasi sejak tahun 2006. DJM bergerak di bidang pengembang properti Royal Plaza. Hingga akhir tahun 2025, komposisi pemegang saham DJM adalah:

- PT Pakuwon Permai 75,00%,
- PT Embong Malang Business Centre 25,00%

DJM, established under Notarial Deed Soetjipto, S.H., No. 117, dated March 16, 1989, and started its operation since 2006. DJM is engaged in the property developer of Royal Plaza. By the end of 2025, the composition of DJM's shareholders is:

- PT Pakuwon Permai 75.00%,
- PT Embong Malang Business Centre 25.00%



▶ PT Pakuwon Sentosa Abadi (PSA)

PSA, berdiri berdasarkan Akta Notaris James Herman Rahardjo, S.H., No. 70, tanggal 20 Februari 1987 dan mulai beroperasi sejak tahun 1991. PSA bergerak di bidang pengembang properti Blok M Plaza. Hingga akhir tahun 2025, komposisi pemegang saham PSA adalah:

- PT Pakuwon Permai 99,92%,
- Saibun Widjaja 0,04%
- Sunarto Tinor 0,04%

PSA, established under Notarial Deed James Herman Rahardjo, S.H., No. 70, dated February 20, 1987, and started its operation since 1991. PSA is engaged as property developer of Blok M Plaza. By the end of 2025, the composition of PSA's shareholders is:

- PT Pakuwon Permai 99.92%,
- Saibun Widjaja 0.04%
- Sunarto Tinor 0.04%



▶ PT Permata Berlian Realty (PBR)

PBR, berdiri berdasarkan Akta Notaris Amrul Partomuan Pohan, S.H., LLM, No. 124, tanggal 23 September 1994 dan mulai beroperasi sejak tahun 2007. PBR bergerak di bidang servis apartemen Somerset. Hingga akhir tahun 2025, komposisi pemegang saham PBR adalah:

- PT Pakuwon Sentosa Abadi 99,99%,
- Alexander Tedja 0,01%

PBR, established under Notarial Deed Amrul Partomuan Pohan, S.H., LLM, No. 124, dated September 23, 1994, and started its operation since 2007. PBR is engaged in Apartment Service Somerset. By the end of 2025, the composition of PBR's shareholders is:

- PT Pakuwon Sentosa Abadi 99.99%,
- Alexander Tedja 0.01%



▶ PT Cemerlang Indo Properti (CIP)

CIP, berdiri berdasarkan Akta Notaris Buntario Tigris Darmawa, S.H., S.E., M.H., No. 41, tanggal 10 April 2019 dan belum beroperasi hingga saat ini. CIP bergerak di bidang pengembang properti. Hingga akhir tahun 2025, komposisi pemegang saham CIP adalah:

- PT Artisan Wahyu 90,00%,
- Eddy Hussy 10,00%

CIP, established under Notarial Deed Buntario Tigris Darmawa, S.H., S.E., M.H., No. 41, dated April 10, 2019, and still not operating yet until today. CIP is engaged in property development. By the end of 2025, the composition of CIP's shareholders is:

- PT Artisan Wahyu 90.00%,
- Eddy Hussy 10.00%

KEANGGOTAAN ASOSIASI [SEOJK C.5], [GRI 2-28]

ASSOCIATION MEMBERSHIP [SEOJK C.5], [GRI 2-28]

| Nama Organisasi Organization Name | Skala Asosiasi Association Scale | Posisi Perusahaan Company Position |
|---|-------------------------------------|---------------------------------------|
| Asosiasi Emiten Indonesia (AEI) | Nasional National | Anggota Member |
| Carbon Disclosure Project (CDP) | Internasional International | Anggota Member |
| APINDO (Asosiasi Pengusaha Indonesia) APINDO (The Indonesian Employers' Association) | Nasional National | Anggota Member |





 PT. Pakuwon Jati Tbk.

Tata Kelola Keberlanjutan

Sustainability Governance

● ● ●

Penguatan tata kelola keberlanjutan dilakukan melalui struktur yang semakin terintegrasi, termasuk pembentukan Komite Keberlanjutan & ESG di bawah Direksi, guna memastikan implementasi yang terarah, akuntabel, dan selaras dengan strategi bisnis Perseroan.

The strengthening of sustainability governance is carried out through a more integrated structure, including the establishment of a Sustainability & ESG Committee under the Board of Directors, to ensure directed, accountable, and strategically aligned implementation.





Kerangka dan Struktur Tata Kelola Keberlanjutan [GRI 2-9, GRI 2-11, GRI 2-12, GRI 2-13, SEOJK E.1]

Framework and Sustainability Governance Structure

Perseroan memandang tata kelola keberlanjutan sebagai bagian integral dari penerapan tata kelola perusahaan yang baik dalam mendukung keberlangsungan usaha jangka panjang. Integrasi aspek lingkungan, sosial, dan tata kelola (*Environmental, Social, and Governance/ESG*) dalam sistem pengelolaan perusahaan bertujuan untuk memastikan bahwa kegiatan usaha Perseroan tidak hanya berfokus pada kinerja ekonomi, tetapi juga mempertimbangkan dampak terhadap lingkungan dan masyarakat.

Kerangka tata kelola keberlanjutan Perseroan berada dalam struktur tata kelola perusahaan, di mana badan tata kelola tertinggi Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. RUPS merupakan organ tertinggi yang memiliki kewenangan dalam pengambilan keputusan strategis Perseroan, sementara Dewan Komisaris menjalankan fungsi pengawasan terhadap kebijakan dan pengelolaan perusahaan yang dilaksanakan oleh Direksi. Direksi bertanggung jawab atas pengelolaan operasional Perseroan serta memastikan bahwa strategi dan kebijakan perusahaan dijalankan secara efektif dan sesuai dengan prinsip tata kelola perusahaan yang baik.

Informasi lengkap mengenai RUPS, Dewan Komisaris dan Direksi dapat dilihat pada Bab Tata Kelola Perusahaan yang Baik di Buku Laporan Tahunan 2025 yang diterbitkan terpisah namun masih dalam satu kesatuan.

Dalam struktur tata kelola Perseroan, Dewan Komisaris dipimpin oleh Presiden Komisaris yang bertugas mengoordinasikan pelaksanaan fungsi pengawasan terhadap kebijakan dan pengelolaan Perseroan yang dijalankan oleh Direksi. Presiden Komisaris memimpin rapat Dewan Komisaris serta memastikan bahwa Dewan Komisaris dapat menjalankan fungsi pengawasan secara efektif terhadap pelaksanaan strategi dan kebijakan Perseroan. [GRI 2-11]

Dalam menjalankan tugasnya, Presiden Komisaris bekerja secara kolegial bersama anggota Dewan Komisaris lainnya untuk memberikan arahan dan rekomendasi strategis kepada Direksi, termasuk yang berkaitan dengan pengelolaan dampak ekonomi, lingkungan, dan sosial dari kegiatan usaha Perseroan. Struktur ini memastikan adanya mekanisme *check and balance* dalam pengambilan keputusan serta memperkuat penerapan tata kelola perusahaan yang baik di lingkungan Perseroan.

The Company views sustainability governance as an integral component of good corporate governance in supporting long-term business resilience. The integration of Environmental, Social, and Governance (ESG) considerations into the Company's management system ensures that business activities are not solely focused on economic performance but also take into account their environmental and social impacts.

The Company's sustainability governance framework is embedded within its corporate governance structure, where the highest governance body comprises the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The GMS serves as the highest decision-making authority responsible for determining the Company's strategic direction. The Board of Commissioners performs oversight functions over the policies and management of the Company carried out by the Board of Directors, while the Board of Directors is responsible for managing the Company's operations and ensuring that corporate strategies and policies are implemented effectively in accordance with good corporate governance principles.

Further information regarding the GMS, the Board of Commissioners, and the Board of Directors is available in the Good Corporate Governance chapter of the Company's 2025 Annual Report, which is published separately but forms an integral part of the Company's overall reporting.

Within the Company's governance structure, the Board of Commissioners is led by the President Commissioner, who coordinates the oversight of the Company's policies and management carried out by the Board of Directors. The President Commissioner chairs meetings of the Board of Commissioners and ensures that the Board effectively performs its supervisory role over the implementation of the Company's strategies and policies. [GRI 2-11]

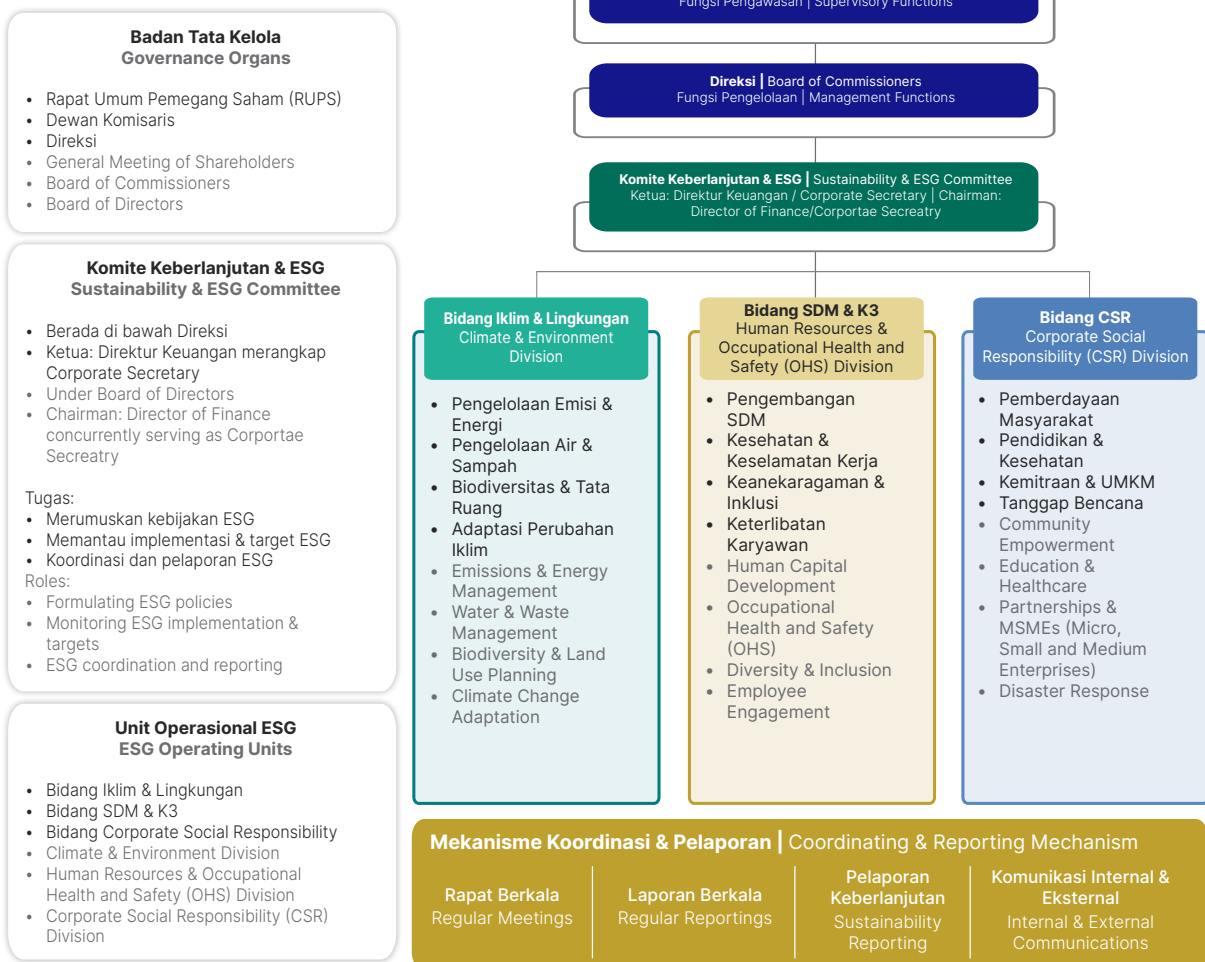
In carrying out their duties, the President Commissioner works collectively with other members of the Board of Commissioners to provide strategic direction and recommendations to the Board of Directors, including matters related to the management of the Company's economic, environmental, and social impacts. This structure ensures a strong system of checks and balances in decision-making and reinforces the implementation of good corporate governance throughout the Company.

Dalam pelaksanaan operasionalnya, Direksi mendelegasikan pelaksanaan program dan inisiatif keberlanjutan kepada Komite Keberlanjutan & ESG yang dibentuk pada tahun 2025. Komite ini berada di bawah Direksi dan dipimpin oleh Direktur Keuangan yang merangkap *Corporate Secretary*. [GRI 2-13]

In its operational implementation, the Board of Directors delegates the execution of sustainability programs and initiatives to the Sustainability & ESG Committee, which was established in 2025. This Committee operates under the Board of Directors and is chaired by the Finance Director who also serves as the *Corporate Secretary*. [GRI 2-13]

Struktur Tata Kelola Keberlanjutan & ESG Sustainability & ESG Governance Structure

PT Pakuwon Jati Tbk - 2025



Selain untuk memperkuat implementasi keberlanjutan, Komite Keberlanjutan & ESG juga berperan untuk mengoordinasikan penyusunan kebijakan keberlanjutan, memantau implementasi program ESG di seluruh unit kerja, serta memastikan bahwa pengelolaan aspek lingkungan, sosial, dan tata kelola terintegrasi dalam kegiatan operasional Perseroan.

In addition to strengthening sustainability implementation, the Sustainability & ESG Committee is responsible for coordinating the development of sustainability policies, monitoring the implementation of ESG initiatives across business units, and ensuring that environmental, social, and governance considerations are integrated into the Company's operations.

Pelaksanaan program ESG di lingkungan Perseroan didukung oleh unit-unit operasional yang memiliki fungsi terkait keberlanjutan, yaitu Bidang Iklim dan Lingkungan, Bidang Sumber Daya Manusia dan Keselamatan dan Kesehatan Kerja (K3), serta Bidang *Corporate Social Responsibility* (CSR). Ketiga unit tersebut menjalankan

The implementation of ESG initiatives within the Company is supported by operational units responsible for sustainability-related functions, namely the Climate and Environment Division, the Human Resources and Occupational Health and Safety (OHS) Division, and the Corporate Social Responsibility (CSR) Division. These

berbagai inisiatif yang berkaitan dengan pengelolaan dampak lingkungan, pengembangan sumber daya manusia, keselamatan kerja, serta pemberdayaan masyarakat di sekitar wilayah operasional Perseroan.

units carry out various initiatives related to environmental impact management, human capital development, workplace safety, and community empowerment in areas surrounding the Company's operational locations.

SUSUNAN KOMITE KEBERLANJUTAN & ESG

Anggota Komite Keberlanjutan & ESG diangkat berdasarkan Keputusan Direksi pada tanggal 24 Januari 2025 dengan susunan sebagai berikut.

COMPOSITION OF THE SUSTAINABILITY & ESG COMMITTEE

The members of the Sustainability & ESG Committee were appointed based on Board of Directors Decree dated January 24, with the following composition.

| Nama Name | Jabatan Position |
|----------------|--|
| Drs. Minarto | Ketua/Chairman |
| Djohari Tatang | Anggota (Bidang Iklim dan Lingkungan) Member (Climate and Environment Sector) |
| Julie Wardhana | Anggota (Bidang Iklim dan Lingkungan) Member (Climate and Environment Sector) |
| Agustus | Anggota (Bidang SDM dan K3) Member (HR and OHS Sector) |
| Iful Novianto | Anggota (Bidang SDM dan K3) Member (HR and OHS Sector) |
| Lusiana | Anggota (Bidang CSR) Member (CSR Sector) |
| Fenny | Anggota (Bidang CSR) Member (CSR Sector) |

Melalui struktur tata kelola keberlanjutan ini, Perseroan memastikan bahwa pengelolaan aspek ESG dilakukan secara terkoordinasi, terintegrasi, dan selaras dengan strategi bisnis Perseroan.

Through this sustainability governance structure, the Company ensures that ESG management is carried out in a coordinated and integrated manner and aligned with the Company's business strategy.

Peran Tata Kelola Keberlanjutan [GRI 2-12] Roles in Sustainability Governance

| Organ/Unit Body/Unit | Peran Utama dalam Tata Kelola Keberlanjutan Main Role in Sustainability Governance | Tanggung Jawab Utama Key Responsibilities | Mekanisme/Koordinasi Pelaporan Reporting Mechanism/Coordination |
|--|---|---|---|
| Rapat Umum Pemegang Saham (RUPS) General Meeting of Shareholders (GMS) | Organ tertinggi Perseroan yang memberikan persetujuan atas agenda strategis Perseroan. The highest governing body of the Company that approves the Company's strategic agenda. | Menyetujui pengangkatan dan pemberhentian anggota Dewan Komisaris dan Direksi, menyetujui remunerasi, serta memberikan persetujuan atas kebijakan strategis Perseroan yang relevan dengan arah keberlanjutan. Approves the appointment and dismissal of members of the Board of Commissioners and Board of Directors, approves remuneration, and endorses strategic policies relevant to the Company's sustainability direction. | Melalui RUPS Tahunan dan/atau RUPS lainnya sesuai ketentuan. Through the Annual GMS and/or other GMS meetings in accordance with prevailing regulations. |
| Dewan Komisaris Board of Commissioners | Melakukan fungsi pengawasan atas penerapan tata kelola keberlanjutan. Performs oversight functions over the implementation of sustainability governance. | Mengawasi pelaksanaan strategi dan kebijakan keberlanjutan, memberikan arahan kepada Direksi, serta menelaah isu-isu material, risiko, dan kepatuhan yang berkaitan dengan aspek ESG. Oversees the implementation of sustainability strategies and policies, provides direction to the Board of Directors, and reviews material issues, risks, and compliance related to ESG aspects. | Melalui rapat Dewan Komisaris dan rapat gabungan dengan Direksi. Through Board of Commissioners meetings and joint meetings with the Board of Directors. |
| Direksi Board of Directors | Bertanggung jawab atas pengelolaan dan implementasi keberlanjutan dalam kegiatan usaha Perseroan. Responsible for managing and implementing sustainability within the Company's business activities. | Mengintegrasikan aspek ESG ke dalam strategi bisnis, kebijakan operasional, pengelolaan risiko, dan pengambilan keputusan; memastikan penerapan program keberlanjutan di seluruh unit usaha. Integrates ESG aspects into business strategies, operational policies, risk management, and decision-making processes; ensures the implementation of sustainability programs across all business units. | Melalui rapat Direksi, rapat koordinasi manajemen, dan pelaporan berkala dari Komite Keberlanjutan & ESG. Through Board of Directors meetings, management coordination meetings, and periodic reporting from the Sustainability & ESG Committee. |

Peran Tata Kelola Keberlanjutan [GRI 2-12]
Roles in Sustainability Governance

| Organ/Unit Body/Unit | Peran Utama dalam Tata Kelola Keberlanjutan Main Role in Sustainability Governance | Tanggung Jawab Utama Key Responsibilities | Mekanisme/Koordinasi Pelaporan Reporting Mechanism/Coordination |
|--|---|---|---|
| Komite Keberlanjutan & ESG Sustainability & ESG Committee | Forum koordinasi utama pengelolaan ESG di bawah Direksi. Main coordination forum for ESG management under the Board of Directors. | Mengkoordinasikan penyusunan kebijakan dan program ESG, memantau implementasi inisiatif keberlanjutan, mengkonsolidasikan data dan informasi ESG, serta mendukung penyusunan laporan keberlanjutan. Coordinates the development of ESG policies and programs, monitors sustainability initiatives, consolidates ESG data and information, and supports the preparation of the sustainability report. | Melapor kepada Direksi dan/atau Dewan Komisaris secara berkala. Reports periodically to the Board of Directors and/or Board of Commissioners. |
| Ketua Komite Keberlanjutan & ESG – Direktur Keuangan merangkap <i>Corporate Secretary</i> . Chairman of the Sustainability & ESG Committee–Director of Finance concurrently serving as Corporate Secretary. | Memimpin koordinasi tata kelola keberlanjutan dan memastikan integrasi ESG pada level manajemen. Leads sustainability governance coordination and ensures ESG integration at the management level. | Mengarahkan pelaksanaan agenda ESG, memastikan koordinasi lintas fungsi berjalan efektif, serta menyampaikan perkembangan isu keberlanjutan kepada Direksi dan, bila relevan, kepada Dewan Komisaris. Directs ESG initiatives, ensures effective cross-functional coordination, and communicates sustainability developments to the Board of Directors and, where relevant, to the Board of Commissioners. | Melalui rapat Direksi, rapat koordinasi ESG, dan pelaporan manajemen. Through Board of Directors meetings, ESG coordination meetings, and management reporting. |
| Bidang Iklim & Lingkungan. Climate & Environment Division. | Pelaksana aspek lingkungan dalam kerangka ESG. Implements environmental aspects within the ESG framework. | Mengelola program efisiensi energi, pengelolaan emisi, air, limbah, serta inisiatif lingkungan lainnya; mengidentifikasi dan memantau risiko lingkungan dan iklim. Manages energy efficiency, emissions, water, and waste management programs, as well as other environmental initiatives; identifies and monitors environmental and climate risks. | Berkoordinasi dengan Komite Keberlanjutan & ESG dan menyampaikan laporan berkala. Coordinates with the Sustainability & ESG Committee and provides periodic reports. |
| Bidang SDM & K3 Human Resources & Occupational Health and Safety (OHS) Division | Pelaksana aspek sosial internal Perseroan. Implements internal social aspects of the Company. | Mengelola program pengembangan SDM, keselamatan dan kesehatan kerja, budaya kerja, serta peningkatan kompetensi keberlanjutan bagi karyawan. Manages human capital development programs, occupational health and safety, corporate culture, and sustainability competency development for employees. | Berkoordinasi dengan Komite Keberlanjutan & ESG dan fungsi manajemen terkait. Coordinates with the Sustainability & ESG Committee and relevant management functions. |
| Bidang CSR Corporate Social Responsibility (CSR) Division | Pelaksana aspek sosial eksternal dan hubungan Masyarakat. Implements external social aspects and community relations. | Menjalankan program tanggung jawab sosial, pemberdayaan masyarakat, serta menjaga hubungan dengan komunitas di sekitar wilayah operasional Perseroan. Implements social responsibility programs, community empowerment initiatives, and maintains relationships with communities around the Company's operational areas. | Berkoordinasi dengan Komite Keberlanjutan & ESG dan unit operasional terkait. Coordinates with the Sustainability & ESG Committee and relevant operational units. |

Sebagai bagian dari penerapan tata kelola keberlanjutan, Direksi bertanggung jawab untuk memastikan bahwa proses penyusunan dan pelaporan informasi keberlanjutan Perseroan dilakukan secara akurat, transparan, dan sesuai dengan standar pelaporan yang berlaku. Informasi mengenai kinerja keberlanjutan yang material dikompilasi oleh unit yang bertanggung jawab atas implementasi ESG dan dikoordinasikan oleh Komite Keberlanjutan & ESG.

As part of the implementation of sustainability governance, the Board of Directors is responsible for ensuring that the preparation and reporting of the Company's sustainability information are conducted accurately, transparently, and in accordance with applicable reporting standards. Information on material sustainability performance is compiled by the units responsible for ESG implementation and coordinated by the Sustainability & ESG Committee.

Sebelum dipublikasikan, laporan keberlanjutan Perseroan ditinjau oleh Direksi untuk memastikan bahwa informasi yang disampaikan telah mencerminkan kinerja dan dampak keberlanjutan Perseroan secara tepat. Dewan Komisaris menjalankan fungsi pengawasan dengan menelaah laporan tersebut serta memberikan arahan apabila diperlukan. Melalui mekanisme ini, Perseroan memastikan bahwa proses pelaporan keberlanjutan dilaksanakan secara akuntabel dan berada di bawah pengawasan badan tata kelola tertinggi.

Prior to publication, the Company's sustainability report is reviewed by the Board of Directors to ensure that the disclosed information accurately reflects the Company's sustainability performance and impacts. The Board of Commissioners performs its oversight function by reviewing the report and providing direction where necessary. Through this mechanism, the Company ensures that the sustainability reporting process is conducted in an accountable manner under the supervision of the highest governance body.



Melalui kerangka dan struktur tata kelola keberlanjutan ini, Perseroan memastikan bahwa pengelolaan aspek ESG dilaksanakan secara terintegrasi, terkoordinasi, dan berada di bawah pengawasan badan tata kelola tertinggi, sehingga dapat mendukung terciptanya nilai jangka panjang bagi Perseroan dan para pemangku kepentingan. [GRI 2-14]

KEBERAGAMAN MANAJEMEN DAN INDEPENDENSI [ESG G-01]

Perseroan meyakini bahwa keberagaman dan independensi dalam struktur manajemen dan tata kelola merupakan fondasi penting dalam mendukung pengambilan keputusan yang objektif, inklusif, dan berorientasi jangka panjang. Komposisi Dewan Komisaris dan Direksi Perseroan telah memperhatikan aspek keberagaman, termasuk latar belakang pendidikan, pengalaman profesional, usia, serta gender, guna menciptakan keseimbangan perspektif dalam menjalankan fungsi pengawasan dan pengelolaan Perseroan. Selain itu, Perseroan juga memastikan terpenuhinya prinsip independensi, khususnya melalui keberadaan Komisaris Independen yang menjalankan fungsi pengawasan secara objektif dan bebas dari benturan kepentingan. Informasi lebih rinci mengenai Keberagaman Manajemen dan Independensi dapat merujuk pada halaman 196 di Laporan Tahunan Pakuwon Jati Tahun 2025, yang diterbitkan secara terpisah namun merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Keberlanjutan ini.

TOTAL KEHADIRAN DIREKSI DAN KOMISARIS PADA RAPAT [ESG G-02]

Informasi mengenai total kehadiran Direksi dan Dewan Komisaris dalam rapat dapat merujuk pada halaman 171 - 173 dan 181 - 184 dalam Laporan Tahunan Pakuwon Jati Tahun 2025, yang diterbitkan secara terpisah namun merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Keberlanjutan ini.

KEBIJAKAN PEMISAHAN PERAN KETUA DEWAN DAN CHIEF EXECUTIVE OFFICER (CEO) [ESG G-03]

Perseroan menerapkan kebijakan pemisahan peran Ketua Dewan (Chairman of the Board) dan Chief Executive Officer (CEO) sebagai bagian dari penerapan tata kelola perusahaan yang baik. Kebijakan ini tercermin dalam Piagam Dewan Komisaris dan Direksi (Board Charter), yang mengatur secara jelas pembagian peran, fungsi, dan tanggung jawab antara organ pengawasan dan pengelolaan. Dalam struktur tersebut, Ketua Dewan bertanggung jawab atas pengawasan arah strategis, manajemen risiko, serta pengambilan keputusan pada tingkat dewan, sementara CEO bertanggung jawab atas pelaksanaan strategi dan pengelolaan operasional sehari-hari Perseroan. Penerapan kebijakan ini mendukung terciptanya mekanisme check and balance yang efektif

Through this sustainability governance framework and structure, the Company ensures that ESG management is implemented in an integrated and coordinated manner under the supervision of the highest governance body, thereby supporting the creation of long-term value for the Company and its stakeholders. [GRI 2-14]

BOARD DIVERSITY AND INDEPENDENCY [ESG G-01]

The Company believes that diversity and independence within its management and governance structure are fundamental in supporting objective, inclusive, and long-term decision-making. The composition of the Board of Commissioners and Board of Directors has taken into account diversity aspects, including educational background, professional experience, age, and gender, to ensure a balanced perspective in carrying out supervisory and management functions. In addition, the Company ensures the fulfillment of independence principles, particularly through the presence of Independent Commissioners who perform their oversight functions objectively and free from conflicts of interest. Further information regarding Management Diversity and Independence can be found on page 196 of the Pakuwon Jati Annual Report 2025, which is published separately but forms an integral part of this Sustainability Report.

TOTAL ATTENDANCE OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS AT MEETINGS [ESG G-02]

Information regarding the total attendance of the Board of Directors and Board of Commissioners at meetings can be found on page 171 - 173 and 181 - 184 of the Pakuwon Jati Annual Report 2025, which is published separately but forms an integral part of this Sustainability Report.

POLICY ON THE SEPARATION OF THE CHAIRMAN OF THE BOARD AND CHIEF EXECUTIVE OFFICER (CEO) [ESG G-03]

The Company implements a policy on the separation of the roles of the Chairman of the Board and the Chief Executive Officer (CEO) as part of its good corporate governance practices. This policy is reflected in the Board of Commissioners and Board of Directors Charter (Board Charter), which clearly defines the division of roles, functions, and responsibilities between oversight and management bodies. In this structure, the Chairman of the Board is responsible for overseeing strategic direction, risk management, and board-level decision-making, while the CEO is responsible for executing the strategy and managing the Company's day-to-day operations. The implementation of this policy supports an effective check-and-balance mechanism in decision-making.

dalam pengambilan keputusan. Informasi lebih lanjut mengenai kebijakan ini dapat merujuk pada pembahasan Piagam Dewan Komisaris dan Direksi (Board Charter) pada halaman 166 dan 178 dalam Laporan Tahunan Pakuwon Jati Tahun 2025, yang diterbitkan secara terpisah namun merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Keberlanjutan ini.

KEBIJAKAN PELATIHAN DEWAN KOMISARIS DAN DIREKSI [ESG G-05]

Perseroan menetapkan kebijakan pengembangan kompetensi bagi Dewan Komisaris dan Direksi sebagai bagian dari penguatan tata kelola perusahaan yang berkelanjutan. Kebijakan ini mengatur bahwa anggota Dewan Komisaris dan Direksi secara berkelanjutan mengikuti program pelatihan, seminar, workshop, maupun forum lainnya yang relevan dengan perkembangan regulasi, praktik tata kelola, manajemen risiko, serta dinamika industri, guna mendukung efektivitas pelaksanaan fungsi pengawasan dan pengelolaan Perseroan. Pelaksanaan kebijakan ini dilakukan secara terencana dan disesuaikan dengan kebutuhan kompetensi masing-masing anggota dewan. Informasi lebih lanjut mengenai pelaksanaan program pelatihan Dewan Komisaris dan Direksi dapat merujuk pada halaman 174 dan 184-187 dalam Laporan Tahunan Pakuwon Jati Tahun 2025, yang diterbitkan secara terpisah namun merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Keberlanjutan ini.

KEBIJAKAN PERLAKUAN ADIL TERHADAP PEMEGANG SAHAM [ESG G-08]

Perseroan menerapkan kebijakan perlakuan yang adil terhadap seluruh pemegang saham sebagai bagian dari komitmen terhadap penerapan tata kelola perusahaan yang baik. Kebijakan ini memastikan bahwa seluruh pemegang saham, termasuk pemegang saham minoritas, memperoleh perlakuan yang setara dalam hal akses terhadap informasi yang material dan relevan, partisipasi dalam Rapat Umum Pemegang Saham, serta perlindungan atas hak-haknya sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Perseroan juga menjunjung tinggi prinsip transparansi dan akuntabilitas dalam setiap pengambilan keputusan yang berdampak terhadap pemegang saham. Informasi lebih lanjut mengenai penerapan kebijakan ini dapat merujuk pada pembahasan Pemegang Saham pada halaman 157 dalam Laporan Tahunan Pakuwon Jati Tahun 2025, yang diterbitkan secara terpisah namun merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Keberlanjutan ini.

Further information regarding this policy can be found in the Board Charter section on page 166 and 178 of the Pakuwon Jati Annual Report 2025, which is published separately but forms an integral part of this Sustainability Report.

POLICY ON TRAINING FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [ESG G-05]

The Company has established a policy on competency development for the Board of Commissioners and Board of Directors as part of strengthening sustainable corporate governance practices. This policy stipulates that members of the Board of Commissioners and Board of Directors participate in training programs, seminars, workshops, and other relevant forums on an ongoing basis, covering regulatory developments, governance practices, risk management, and industry trends, to support the effective execution of their oversight and management functions. The implementation of this policy is conducted in a structured manner and aligned with the competency needs of each board member. Further information regarding the implementation of training programs for the Board of Commissioners and Board of Directors can be found on page 174 and 184-187 of the Pakuwon Jati Annual Report 2025, which is published separately but forms an integral part of this Sustainability Report.

POLICY ON FAIR TREATMENT OF SHAREHOLDERS [ESG G-08]

The Company implements a policy on fair treatment of all shareholders as part of its commitment to good corporate governance practices. This policy ensures that all shareholders, including minority shareholders, receive equal treatment in terms of access to material and relevant information, participation in the General Meeting of Shareholders, and protection of their rights in accordance with applicable laws and regulations. The Company also upholds the principles of transparency and accountability in decision-making processes that affect shareholders. Further information regarding the implementation of this policy can be found in the Shareholders section on page 157 of the Pakuwon Jati Annual Report 2025, which is published separately but forms an integral part of this Sustainability Report.



Nominasi, Remunerasi dan Evaluasi Kinerja Badan Tata Kelola [GRI 2-10, GRI 2-18, GRI 2-19, GRI 2-20]

Nomination, Remuneration and Performance Assessment Of Governance Body

Perseroan menerapkan kebijakan nominasi, remunerasi, dan evaluasi kinerja yang transparan guna memastikan bahwa badan tata kelola Perseroan memiliki kompetensi, integritas, dan pengalaman yang memadai dalam menjalankan fungsi pengawasan dan pengelolaan perusahaan.

Sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, serta kebijakan internal Perseroan, fungsi nominasi dan remunerasi di Perseroan dijalankan oleh Dewan Komisaris. Oleh karena itu, Perseroan tidak memiliki Komite Nominasi dan Remunerasi. Dalam menjalankan fungsi tersebut, Dewan Komisaris melakukan penelaahan dan memberikan rekomendasi terkait kebijakan nominasi dan remunerasi bagi anggota Dewan Komisaris dan Direksi.

Proses nominasi anggota Dewan Komisaris dan Direksi dilaksanakan melalui RUPS dengan mempertimbangkan rekomendasi dari Dewan Komisaris. Dalam proses nominasi tersebut, Perseroan mempertimbangkan berbagai aspek, antara lain kompetensi profesional, pengalaman yang relevan, integritas, serta kemampuan kandidat dalam mendukung pencapaian strategi dan tujuan jangka panjang Perseroan.

KRITERIA KHUSUS PEMILIHAN DEWAN [ESG G-06]

Perseroan menetapkan kriteria khusus dalam proses pemilihan anggota Dewan Komisaris dan Direksi sebagai bagian dari penerapan tata kelola perusahaan yang baik. Kriteria tersebut mencakup integritas, kompetensi, pengalaman profesional, rekam jejak, serta kemampuan dalam menjalankan fungsi pengawasan dan pengelolaan secara efektif. Selain itu, Perseroan juga mempertimbangkan aspek keberagaman, termasuk latar belakang pendidikan, keahlian, usia, dan gender, guna memastikan tersedianya perspektif yang seimbang dalam pengambilan keputusan strategis. Proses pemilihan dilakukan dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku serta kebutuhan strategis Perseroan. Informasi lebih lanjut mengenai kriteria dan proses pemilihan anggota Dewan Komisaris dan Direksi dapat merujuk pada halaman 168 dan 180 dalam Laporan Tahunan Pakuwon Jati Tahun 2025, yang diterbitkan secara terpisah namun merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Keberlanjutan ini.

The Company implements transparent nomination, remuneration, and performance evaluation policies to ensure that the Company's governance bodies possess adequate competence, integrity, and experience in carrying out their supervisory and management functions.

In accordance with the prevailing laws and regulations, the Company's Articles of Association, and the Company's internal policies, the nomination and remuneration functions are carried out by the Board of Commissioners. Therefore, the Company does not have a Nomination and Remuneration Committee. In performing this function, the Board of Commissioners reviews and provides recommendations regarding nomination and remuneration policies for members of the Board of Commissioners and the Board of Directors.

The nomination process for members of the Board of Commissioners and the Board of Directors is conducted through the GMS by taking into account the recommendations of the Board of Commissioners. In this process, the Company considers various aspects, including professional competence, relevant experience, integrity, and the candidate's ability to support the achievement of the Company's long-term strategy and objectives.

SPECIFIC CRITERIA FOR BOARD SELECTION [ESG G-06]

The Company establishes specific criteria for the selection of members of the Board of Commissioners and Board of Directors as part of its good corporate governance practices. These criteria include integrity, competence, professional experience, track record, and the ability to effectively perform oversight and management functions. In addition, the Company considers diversity aspects, including educational background, expertise, age, and gender, to ensure balanced perspectives in strategic decision-making. The selection process is conducted in accordance with applicable laws and regulations, as well as the Company's strategic needs. Further information regarding the criteria and selection process of the Board of Commissioners and Board of Directors can be found on page 168 and 180 of the Pakuwon Jati Annual Report 2025, which is published separately but forms an integral part of this Sustainability Report.

Kebijakan remunerasi bagi Dewan Komisaris dan Direksi dirancang untuk mendukung pencapaian kinerja perusahaan secara berkelanjutan. Penetapan remunerasi dilakukan melalui persetujuan RUPS dengan mempertimbangkan rekomendasi Dewan Komisaris. Dalam menentukan besaran remunerasi, Perseroan mempertimbangkan beberapa faktor, antara lain kinerja Perseroan, pencapaian target yang telah ditetapkan, kompleksitas tugas dan tanggung jawab, serta praktik remunerasi pada perusahaan sejenis di industri yang sama.

The remuneration policy for the Board of Commissioners and the Board of Directors is designed to support the achievement of sustainable corporate performance. The determination of remuneration is approved through the GMS by considering the recommendations of the Board of Commissioners. In determining the remuneration amount, the Company takes into account several factors, including the Company's performance, the achievement of predetermined targets, the complexity of duties and responsibilities, as well as remuneration practices in comparable companies within the same industry.

BESARAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION AMOUNTS FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Dalam miliar Rupiah/in billions Rupiah

| Uraian Description | 2025 | 2024 | 2023 |
|---|------|------|------|
| Dewan Komisaris Board of Commissioners | | | |
| Remunerasi Remuneration | 17,2 | 16,4 | 15,4 |
| Tunjangan Allowances | 3,4 | 3,6 | 3,2 |
| Direksi Board of Directors | | | |
| Remunerasi Remuneration | 36,9 | 32,9 | 28,3 |
| Tunjangan Allowances | 14,7 | 13,3 | 19,6 |
| Jumlah Total | 72,2 | 66,3 | 66,6 |

Selain itu, Perseroan secara berkala melakukan evaluasi terhadap kinerja Dewan Komisaris dan Direksi guna memastikan efektivitas pelaksanaan tugas dan tanggung jawab masing-masing organ Perseroan. Penilaian kinerja Dewan Komisaris dilakukan melalui mekanisme *self-assessment* secara kolegial, dengan mempertimbangkan efektivitas fungsi pengawasan, kontribusi strategis terhadap pengembangan Perseroan, serta tingkat kehadiran dalam rapat.

In addition, the Company periodically evaluates the performance of the Board of Commissioners and the Board of Directors to ensure the effectiveness of each governing body in carrying out their duties and responsibilities. The performance of the Board of Commissioners is assessed through a collegial self-assessment mechanism, taking into account the effectiveness of supervisory functions, strategic contributions to the Company's development, and attendance at meetings.

Sementara itu, kinerja Direksi dinilai berdasarkan *Key Performance Indicators* (KPI) yang ditetapkan oleh Perseroan. Evaluasi kinerja Direksi dilakukan oleh Dewan Komisaris dengan membandingkan pencapaian kinerja terhadap target yang telah disepakati dalam rencana kerja dan strategi perusahaan.

Meanwhile, the performance of the Board of Directors is assessed based on the Key Performance Indicators (KPI) established by the Company. The performance evaluation of the Board of Directors is conducted by the Board of Commissioners by comparing the achieved performance with the targets agreed upon in the Company's work plan and strategy.

Hasil evaluasi tersebut menjadi salah satu dasar bagi Dewan Komisaris dalam memberikan rekomendasi terkait kebijakan pengembangan kepemimpinan serta pertimbangan dalam proses penetapan remunerasi.

The results of this evaluation serve as one of the bases for the Board of Commissioners in providing recommendations related to leadership development policies as well as considerations in the remuneration determination process.

Informasi lengkap mengenai nominasi, remunerasi dan evaluasi kinerja Dewan Komisaris dan Direksi dapat dilihat pada Bab Tata Kelola Perusahaan yang Baik dalam Buku Laporan Tahunan 2025 yang dibuat terpisah namun masih dalam satu kesatuan. [ESG G-04]

Further information regarding the nomination, remuneration, and performance evaluation of the Board of Commissioners and Directors can be found in the Good Corporate Governance Chapter in the 2025 Annual Report Book, which is published separately but remains integrated. [ESG G-04]



Rasio Total Kompensasi Tahunan [GRI 2-21]

Annual Total Compensation Ratio



Perseroan belum mengungkapkan rasio total kompensasi tahunan antara individu dengan kompensasi tertinggi dan median kompensasi tahunan seluruh karyawan. Informasi tersebut bersifat internal dan tidak dipublikasikan sebagai bagian dari kebijakan remunerasi Perseroan.

The Company has not disclosed the ratio between the annual total compensation of the highest-paid individual and the median annual compensation of all employees. Such information is considered internal and is not disclosed as part of the Company's remuneration policy.



Pengelolaan Benturan Kepentingan [GRI 2-15],

[ESG G-09]

Conflict of Interest Management



Untuk menjaga independensi dan profesionalisme, Perseroan mengelola benturan kepentingan Dewan Komisaris dan Direksi dengan ketentuan sebagai berikut:

1. Setiap anggota Dewan Komisaris dan/atau Direksi setiap waktu harus menghindari berada dalam posisi di mana kepentingan pribadinya dapat berbenturan dengan tugasnya dalam Perseroan.
2. Setiap anggota Dewan Komisaris dan/atau Direksi wajib segera melaporkan kepada Presiden Komisaris dan/atau Presiden Direktur dan anggota Dewan Komisaris dan/atau Direksi lainnya untuk setiap benturan kepentingan atau potensi benturan kepentingan yang dimiliki dengan Perseroan dan wajib menyediakan seluruh informasi yang relevan dalam laporan tersebut.
3. Dewan Komisaris dan/atau Direktur yang memiliki benturan kepentingan tidak boleh terlibat dalam proses pengambilan keputusan terhadap hal yang terdapat benturan kepentingan terhadap dirinya.
4. Suatu transaksi di mana seorang Komisaris memiliki benturan kepentingan harus mendapat persetujuan Dewan Komisaris, dan memenuhi persyaratan yang diminta sesuai dengan peraturan yang berlaku terkait pihak terafiliasi dan/atau transaksi benturan kepentingan.

In order to maintain independence and professionalism, the Company manages conflict of interests of the Board of Commissioners and Directors with the following provisions:

1. All members of the Board of Commissioners and/or Directors at all times must avoid being in a position where their personal interests may conflict with his duties in the Company.
2. All members of the Board of Commissioners and/or Directors must immediately report to the President Commissioner and/or President Director and other members of the Board of Commissioners and/or Directors for any conflict of interest or potential conflict of interest owned with the Company and must provide all relevant information in the report.
3. Board of Commissioners and/or Directors who have a conflict of interest may not be involved in the decision-making process on matters that have a conflict of interest against them.
4. A transaction in which a commissioner has a conflict of interest must obtain approval of the Board of Commissioners, and meet the requirements required in accordance with applicable regulations regarding affiliated parties and/or conflict of interest transactions.

Pengembangan Kompetensi Keberlanjutan

[SEOJK E.2], [GRI 2-17]

Sustainability Competency Development

Perseroan menyadari bahwa penerapan keberlanjutan yang efektif memerlukan dukungan sumber daya manusia yang memiliki kompetensi dan pemahaman yang memadai terhadap isu-isu keberlanjutan.

Untuk itu, Perseroan secara aktif mendorong peningkatan kapasitas dan kompetensi terkait ESG melalui berbagai program pelatihan, seminar, dan *workshop* yang berkaitan dengan pelaporan keberlanjutan, pengelolaan emisi gas rumah kaca, strategi keberlanjutan, serta perkembangan regulasi yang berkaitan dengan pasar modal berkelanjutan.

Program pengembangan kompetensi ini diikuti oleh unit kerja yang terlibat dalam pengelolaan keberlanjutan guna memastikan bahwa kebijakan dan strategi ESG Perseroan dapat diimplementasikan secara efektif di seluruh kegiatan operasional. Berikut pengembangan kompetensi keberlanjutan di tahun 2025:

The Company recognizes that effective sustainability implementation requires the support of human resources who possess adequate competencies and understanding of sustainability-related issues.

To support this objective, the Company actively promotes the enhancement of ESG-related capacity and competencies through various training programs, seminars, and workshops covering sustainability reporting, greenhouse gas emissions management, sustainability strategies, as well as regulatory developments related to sustainable capital markets.

These competency development programs are attended by work units involved in sustainability management to ensure that the Company's ESG policies and strategies can be effectively implemented across all operational activities. The following outlines the sustainability competency development initiatives conducted in 2025:

| No | Nama Pelatihan Name of Training | Penyelenggara Organizer | Waktu Time | Tempat Place |
|----|---|----------------------------|---------------------------------|-----------------|
| 1 | Menavigasi Tantangan ESG melalui Penguatan Kebijakan Good Corporate Governance Navigating ESG Challenges through Strengthened Good Corporate Governance Policies | ICSA | 18 Maret 2025 March 18, 2025 | Zoom Meeting |
| 2 | Langkah Awal dalam Membangun Inisiatif ESG: Panduan Praktis untuk Perusahaan Initial Steps in Building ESG Initiatives: A Practical Guide for Companies | ICSA | 26 Maret 2025 March 26, 2025 | Zoom Meeting |
| 3 | Advancing Corporate Environmental Initiatives through Natural Climate Solutions Advancing Corporate Environmental Initiatives through Natural Climate Solutions | ICSA | 25 April 2025 April 25, 2025 | Zoom Meeting |



Pengelolaan Risiko Keberlanjutan [SEOJK E.3]

Sustainability Risk Management

Perseroan menyadari bahwa kegiatan operasional dan pengembangan kawasan terpadu yang dijalankan tidak terlepas dari berbagai risiko yang berkaitan dengan aspek ekonomi, lingkungan, dan sosial. Oleh karena itu, Perseroan mengintegrasikan pengelolaan risiko keberlanjutan dalam kerangka manajemen risiko perusahaan secara menyeluruh (*enterprise risk management*) guna memastikan keberlangsungan usaha serta perlindungan terhadap nilai jangka panjang Perseroan.

Melalui sistem manajemen risiko yang diterapkan, Perseroan secara sistematis melakukan identifikasi, analisis, evaluasi, serta pengendalian terhadap berbagai risiko yang berpotensi memengaruhi kinerja dan keberlanjutan usaha. Risiko-risiko tersebut antara lain mencakup risiko yang berkaitan dengan dinamika ekonomi dan industri properti, kepatuhan terhadap regulasi lingkungan, pengelolaan sumber daya dan energi, serta aspek sosial yang berkaitan dengan operasional kawasan dan hubungan dengan masyarakat.

Proses pengelolaan risiko keberlanjutan dilakukan secara terintegrasi dalam proses manajemen risiko Perseroan. Setiap unit kerja melakukan identifikasi risiko yang relevan dengan aktivitas operasionalnya, termasuk risiko yang berkaitan dengan aspek keberlanjutan. Hasil identifikasi tersebut selanjutnya dianalisis untuk menentukan tingkat risiko serta langkah-langkah mitigasi yang diperlukan.

Pemantauan terhadap risiko keberlanjutan dilakukan secara berkala oleh manajemen dan dilaporkan kepada Direksi sebagai bagian dari proses pengambilan keputusan strategis. Melalui mekanisme ini, Direksi dapat memastikan bahwa berbagai risiko yang berkaitan dengan keberlanjutan telah dipertimbangkan secara memadai dalam perencanaan usaha, pengembangan proyek, serta pengelolaan operasional Perseroan.

Pendekatan ini memungkinkan Perseroan untuk mengantisipasi berbagai tantangan yang timbul akibat perubahan regulasi, dinamika pasar properti, maupun meningkatnya ekspektasi pemangku kepentingan terhadap praktik bisnis yang bertanggung jawab dan berkelanjutan.

Informasi lengkap mengenai profil risiko dan mitigasi Perseroan dapat dilihat di Bab Tata Kelola Perusahaan yang Baik dalam Buku Laporan Tahunan 2025 yang diterbitkan terpisah namun masih dalam satu kesatuan.

The Company recognizes that its operational activities and integrated township development are exposed to various risks related to economic, environmental, and social aspects. Therefore, the Company integrates sustainability risk management into its overall enterprise risk management framework to ensure business continuity and safeguard the Company's long-term value.

Through its risk management system, the Company systematically identifies, analyzes, evaluates, and manages various risks that may affect business performance and sustainability. These risks include those related to economic dynamics and the property industry, compliance with environmental regulations, resource and energy management, as well as social aspects related to the operation of integrated developments and relationships with surrounding communities.

The sustainability risk management process is integrated into the Company's overall risk management process. Each business unit identifies risks relevant to its operational activities, including those related to sustainability aspects. The identified risks are then analyzed to determine their level of significance and the necessary mitigation measures.

Monitoring of sustainability risks is conducted periodically by management and reported to the Board of Directors as part of the strategic decision-making process. Through this mechanism, the Board of Directors ensures that sustainability-related risks are adequately considered in business planning, project development, and operational management.

This approach enables the Company to anticipate challenges arising from regulatory changes, dynamics in the property market, and the increasing expectations of stakeholders regarding responsible and sustainable business practices.

Further information regarding the Company's risk profile and mitigation measures can be found in the Good Corporate Governance chapter of the 2025 Annual Report, which is published separately but forms an integral part of the Company's overall reporting.

Identifikasi Risiko dan Permasalahan Keberlanjutan [SEOJK E.5]

Identification of Sustainability Risks and Problems



Launching #mulaidarisini - Waste Management

Sebagai bagian dari penerapan tata kelola keberlanjutan, Perseroan secara berkala melakukan identifikasi terhadap berbagai risiko dan permasalahan yang berpotensi memengaruhi keberlanjutan usaha. Proses identifikasi ini dilakukan melalui mekanisme manajemen risiko Perseroan dengan mempertimbangkan perkembangan regulasi, dinamika industri properti, serta ekspektasi pemangku kepentingan terhadap praktik bisnis yang bertanggung jawab.

Dalam kegiatan operasionalnya, Perseroan mengidentifikasi sejumlah isu keberlanjutan yang relevan dengan karakteristik usaha pengembangan kawasan terpadu, antara lain pengelolaan energi dan efisiensi bangunan, pengelolaan limbah dan sumber daya air, pengendalian dampak lingkungan dari kegiatan operasional kawasan, serta aspek sosial yang berkaitan dengan keselamatan pengunjung, kenyamanan penghuni, dan hubungan dengan masyarakat di sekitar wilayah operasional.

Selain itu, Perseroan juga memperhatikan berbagai perkembangan eksternal yang berpotensi memengaruhi keberlanjutan usaha, seperti perubahan kebijakan dan regulasi terkait lingkungan dan tata ruang, meningkatnya standar bangunan berkelanjutan, serta meningkatnya perhatian investor dan masyarakat terhadap penerapan prinsip ESG dalam industri properti.

As part of the implementation of sustainability governance, the Company periodically identifies various risks and issues that may affect business sustainability. This identification process is conducted through the Company's risk management mechanism by taking into account regulatory developments, dynamics within the property industry, as well as stakeholder expectations regarding responsible business practices.

In its operational activities, the Company identifies several sustainability issues that are relevant to the characteristics of its integrated township development business, including energy management and building efficiency, waste and water resource management, environmental impact management from operational activities, as well as social aspects related to visitor safety, resident comfort, and relationships with communities surrounding the Company's operational areas.

In addition, the Company also monitors various external developments that may affect business sustainability, such as changes in policies and regulations related to environmental management and spatial planning, the increasing standards for sustainable buildings, and the growing attention from investors and the public toward the implementation of ESG principles in the property industry.

ESG Sustainability Risk Framework

Kerangka Risiko Keberlanjutan ESG

PT Pakuwon Jati Tbk



RESPONS STRATEGIS PERSEROAN

Menanggapi berbagai risiko dan permasalahan keberlanjutan tersebut, Perseroan menerapkan berbagai langkah strategis untuk memastikan keberlanjutan operasional serta penciptaan nilai jangka panjang. Langkah-langkah tersebut antara lain meliputi peningkatan efisiensi penggunaan energi dan sumber daya pada kawasan operasional, penguatan sistem pengelolaan limbah, penerapan prinsip pembangunan yang lebih ramah lingkungan, serta penguatan tata kelola dan kepatuhan terhadap regulasi yang berlaku.

COMPANY'S STRATEGIC RESPONSE

In response to these sustainability risks and issues, the Company implements various strategic measures to ensure operational sustainability and long-term value creation. These measures include improving energy and resource efficiency across operational areas, strengthening waste management systems, adopting more environmentally responsible development practices, and reinforcing governance as well as compliance with applicable regulations.

Perseroan juga terus meningkatkan kualitas pengelolaan kawasan terpadu guna memastikan kenyamanan, keamanan, serta keberlanjutan operasional bagi seluruh pengguna kawasan, termasuk pengunjung, penghuni, dan penyewa. Selain itu, Perseroan secara aktif memperkuat hubungan dengan masyarakat sekitar melalui berbagai program tanggung jawab sosial perusahaan yang berkelanjutan.

The Company also continuously improves the management quality of its integrated developments to ensure comfort, safety, and sustainable operations for all area users, including visitors, residents, and tenants. In addition, the Company actively strengthens relationships with surrounding communities through various sustainable corporate social responsibility programs.

Pendekatan ini memungkinkan Perseroan untuk tidak hanya memitigasi risiko yang timbul dari isu keberlanjutan, tetapi juga memanfaatkan peluang yang muncul dari meningkatnya perhatian pemangku kepentingan terhadap penerapan praktik bisnis yang bertanggung jawab.

This approach enables the Company not only to mitigate risks arising from sustainability issues but also to capture opportunities resulting from the increasing attention of stakeholders toward responsible business practices.

Risiko, Respons Strategis dan Peluang Keberlanjutan
Sustainability Risks, Strategic Responses and Opportunities

| Kategori Category | Risiko / Permasalahan Keberlanjutan Sustainability Risks / Issues | Respons Strategis Perseroan Company Strategic Response | Peluang di Masa Depan Future Opportunities |
|-----------------------------|--|--|---|
| Lingkungan Environmental | Tingginya konsumsi energi pada operasional pusat perbelanjaan, hotel, dan bangunan komersial. High energy consumption in the operation of shopping centers, hotels, and commercial buildings. | Penerapan teknologi efisiensi energi, penggunaan sistem pencahayaan hemat energi, serta pemantauan konsumsi energi secara berkala pada kawasan operasional. Implementation of energy efficiency technologies, energy-saving lighting systems, and periodic monitoring of energy consumption across operational areas. | Penurunan biaya operasional jangka panjang serta peningkatan nilai aset properti melalui penerapan konsep bangunan yang lebih efisien dan berkelanjutan. Long-term operational cost savings and increased property asset value through the adoption of more efficient and sustainable building concepts. |
| | Pengelolaan limbah dari aktivitas operasional kawasan terpadu. Waste generation from integrated township operations. | Penguatan sistem pengelolaan limbah, pemilahan sampah, serta penerapan program pengurangan dan pengolahan sampah. Strengthening waste management systems, waste segregation, and implementation of waste reduction and recycling programs. | Peningkatan efisiensi pengelolaan kawasan serta penguatan citra kawasan yang ramah lingkungan. Improved operational efficiency and stronger environmental reputation of the Company's developments. |
| | Peningkatan standar regulasi lingkungan dan standar bangunan berkelanjutan. Increasing environmental regulations and sustainable building standards. | Penyesuaian desain dan pengelolaan kawasan dengan prinsip pembangunan berkelanjutan serta peningkatan efisiensi penggunaan sumber daya. Adapting development design and operational management to sustainable development principles and improving resource efficiency. | Meningkatkan daya tarik proyek pengembangan bagi investor dan konsumen yang semakin memperhatikan aspek keberlanjutan. Enhanced attractiveness of development projects for investors and consumers who increasingly prioritize sustainability. |
| Sosial Social | Kenyamanan, keselamatan, dan keamanan pengunjung serta penghuni kawasan. Safety, security, and comfort of visitors and residents in integrated developments. | Penerapan standar keselamatan operasional, pengelolaan fasilitas kawasan yang berkelanjutan, serta peningkatan kualitas layanan dan infrastruktur kawasan. Implementation of operational safety standards, sustainable facility management, and continuous improvement of services and infrastructure. | Meningkatkan loyalitas pengunjung, penghuni, dan penyewa serta memperkuat reputasi Perseroan sebagai pengembang kawasan terpadu berkualitas. Strengthened customer loyalty and enhanced reputation as a high-quality integrated township developer. |
| | Hubungan dengan masyarakat di sekitar wilayah operasional. Community relations surrounding operational areas. | Pelaksanaan program tanggung jawab sosial perusahaan serta penguatan komunikasi dan keterlibatan dengan masyarakat sekitar. Implementation of corporate social responsibility programs and strengthened engagement with surrounding communities. | Membangun hubungan yang harmonis dengan masyarakat serta mendukung keberlanjutan operasional kawasan. Building harmonious relationships with communities and supporting the long-term sustainability of operations. |

Risiko, Respons Strategis dan Peluang Keberlanjutan

Sustainability Risks, Strategic Responses and Opportunities

| Kategori Category | Risiko / Permasalahan Keberlanjutan Sustainability Risks / Issues | Respons Strategis Perseroan Company Strategic Response | Peluang di Masa Depan Future Opportunities |
|-----------------------------|--|---|---|
| Tata Kelola Governance | <p>Perubahan regulasi terkait lingkungan, tata ruang, dan praktik bisnis. Changes in environmental, spatial planning, and business regulations.</p> <p>Meningkatnya ekspektasi investor dan pemangku kepentingan terhadap penerapan ESG. Increasing expectations from investors and stakeholders regarding ESG implementation.</p> | <p>Pemantauan perkembangan regulasi secara berkala serta penguatan kepatuhan terhadap peraturan yang berlaku. Regular monitoring of regulatory developments and strengthening compliance with applicable regulations.</p> <p>Penguatan tata kelola keberlanjutan, transparansi pelaporan ESG, serta integrasi aspek keberlanjutan dalam kebijakan dan operasional Perseroan. Strengthening sustainability governance, improving ESG disclosure transparency, and integrating sustainability aspects into corporate policies and operations.</p> | <p>Meningkatkan kesiapan Perseroan dalam memenuhi standar pembangunan berkelanjutan serta memperkuat kepercayaan pemangku kepentingan. Improved readiness to comply with sustainable development standards and strengthened stakeholder trust.</p> <p>Meningkatkan daya tarik Perseroan bagi investor serta membuka peluang akses terhadap pendanaan berkelanjutan. Improved attractiveness to investors and potential access to sustainable financing.</p> |

Melalui proses identifikasi risiko dan permasalahan keberlanjutan yang terintegrasi dalam sistem manajemen risiko perusahaan, Perseroan dapat mengantisipasi berbagai tantangan yang timbul dari dinamika industri, perkembangan regulasi, serta meningkatnya ekspektasi pemangku kepentingan terhadap praktik bisnis yang berkelanjutan. Pendekatan ini memungkinkan Perseroan untuk tidak hanya memitigasi risiko yang berpotensi memengaruhi operasional, tetapi juga memanfaatkan peluang yang muncul dari penerapan prinsip keberlanjutan guna mendukung pertumbuhan usaha yang berkelanjutan serta penciptaan nilai jangka panjang bagi Perseroan dan para pemangku kepentingan.

Through the identification of sustainability risks and issues integrated within the Company's risk management system, the Company is able to anticipate challenges arising from industry dynamics, regulatory developments, and increasing stakeholder expectations for sustainable business practices. This approach enables the Company not only to mitigate risks that may affect operations but also to leverage opportunities arising from the implementation of sustainability principles, thereby supporting sustainable business growth and long-term value creation for the Company and its stakeholders.





Solar Panel - Four Points Kuta



Integrasi Keberlanjutan dalam Kebijakan Perusahaan [SEOJK F.1] [GRI 2-24]

Integration of Sustainability into Corporate Policy

Perseroan mengintegrasikan prinsip keberlanjutan dalam berbagai kebijakan internal sebagai bagian dari komitmen untuk menjalankan kegiatan usaha secara bertanggung jawab.

Kebijakan tersebut antara lain Kode Etik (*Code of Conduct*) serta Kebijakan Anti Korupsi, yang mengatur standar perilaku dan etika bisnis bagi seluruh insan Perseroan. Kode Etik Perseroan berlaku bagi seluruh anggota Dewan Komisaris, Direksi, karyawan, *tenant* serta mitra kerja yang bekerja sama dengan Perseroan.

Perseroan secara berkala melakukan sosialisasi terhadap kebijakan tersebut kepada seluruh karyawan dan mitra kerja guna memastikan bahwa prinsip integritas, transparansi, serta kepatuhan terhadap hukum dan peraturan diterapkan secara konsisten dalam kegiatan operasional.

KODE ETIK [ESG G-07]

Perseroan menjunjung tinggi standar etika perilaku, baik dalam etika perilaku karyawan dalam lingkungan kerja maupun etika perilaku bisnis, serta mendorong semua karyawan Perseroan untuk berperilaku adil, jujur dan hormat.

Kode Etik Perseroan menguatkan budaya dan nilai-nilai agar Perseroan dapat tumbuh secara sehat dan berkelanjutan (*sustainable*). Kode etik Perseroan memuat etika bisnis Perseroan dan etika perilaku yang disusun untuk mempengaruhi, membentuk, mengatur dan melakukan kesesuaian perilaku berdasarkan prinsip-prinsip tata kelola perusahaan yang baik sehingga tercapai keluaran yang konsisten yang sesuai dengan budaya kerja dalam mencapai visi dan misinya. Kode Etik Perseroan dapat dilihat di situs web Perseroan, <https://www.pakuwonjati.com/id/pages/15/code-of-conduct>.

Kode etik Perseroan berlaku bagi seluruh insan Perseroan, baik manajemen, karyawan, Direksi, Dewan Komisaris, *tenant* dan mitra kerja yang bekerja bersama Perseroan. Untuk memastikan pemahaman dan penerapan yang konsisten, seluruh karyawan Perseroan memperoleh pelatihan terkait standar etika dan perilaku secara berkala, yang diselenggarakan sekurang-kurangnya satu kali dalam setahun serta diperbarui sesuai dengan perkembangan kebijakan dan kebutuhan Perseroan.

Kode Etik Perseroan senantiasa dikaji ulang dan disesuaikan dengan perkembangan hukum, sosial, norma yang berlaku di masyarakat, kepentingan perusahaan

The Company integrates sustainability principles into various internal policies as part of its commitment to conducting business activities responsibly.

These policies include the Company's Code of Conduct and Anti-Corruption Policy, which set out standards of conduct and business ethics for all Company personnel. The Company's Code of Conduct applies to all members of the Board of Commissioners, the Board of Directors, employees, as well as tenant and business partners who collaborate with the Company.

The Company periodically conducts socialization of these policies to all employees and business partners to ensure that the principles of integrity, transparency, and compliance with applicable laws and regulations are consistently implemented in operational activities.

CODE OF CONDUCT [ESG G-07]

The Company upholds high standards of ethical conduct, both in employee behavior within the workplace and in business practices, and encourages all employees to act fairly, honestly, and respectfully.

The Company's Code of Conduct reinforces corporate culture and values to support sustainable and healthy business growth. The Code outlines business ethics principles and behavioral guidelines designed to influence, shape, and direct the conduct of all Company personnel in line with good corporate governance principles, thereby promoting consistent behavior aligned with the Company's work culture in achieving its vision and mission. The Company's Code of Conduct is available on the Company's website at: <https://www.pakuwonjati.com/id/pages/15/code-of-conduct>.

The Code of Conduct applies to all Company personnel, including management, employees, the Board of Directors, the Board of Commissioners, tenant and business partners working with the Company. To ensure consistent understanding and implementation, all employees receive periodic training on ethical standards and conduct, conducted at least once a year and updated in line with developments in Company policies and business needs.

The Company's Code of Conduct is periodically reviewed and updated to reflect developments in legal requirements, prevailing social norms, corporate interests,

dan perjalanan bisnis Perseroan. Perseroan juga terus melakukan sosialisasi kode etik kepada seluruh karyawan melalui berbagai media seperti situs internal, surat pernyataan dan surat elektronik.

Hingga akhir tahun 2025, Perseroan tidak mendapati adanya pelanggaran terkait pelanggaran kode etik yang dilakukan oleh insan Perseroan.

KEBIJAKAN ANTIKORUPSI [GRI 205-1], [ESG G-07]

Perseroan memiliki komitmen untuk mencegah praktik korupsi di lingkungan Perseroan. Komitmen ini dilaksanakan dengan menerapkan kebijakan anti korupsi yang dapat mengakses kebijakan anti korupsi di website Perseroan, <https://www.pakuwonjati.com/id/pages/71/anti-corruption-and-anti-fraud-policy>. [GRI 3-3]

Perseroan menyosialisasikan kebijakan antikorupsi bersamaan dengan sosialisasi Kode Etik melalui pelatihan dan rapat, serta senantiasa disosialisasikan kembali secara reguler melalui situs internal dan surat elektronik langsung kepada karyawan, *tenant* dan mitra kerja. [GRI 205-2]

Setiap karyawan diwajibkan menandatangani pakta integritas yang diperbarui setiap tahun sebagai pernyataan bahwa mereka telah membaca, memahami, dan menyetujui kebijakan anti-korupsi. Hal serupa juga berlaku bagi *tenant* dan mitra kerja yang diwajibkan menandatangani pakta integritas yang diperbarui pada saat perpanjangan/pembaharuan kontrak.

Dengan upaya tersebut, di tahun 2025 Perseroan tidak mendapati kasus korupsi yang terjadi di lingkungan Perseroan. Hal ini menunjukkan keberhasilan Perseroan dalam memberikan sosialisasi dan pemahaman kepada para pemangku kepentingan khususnya karyawan dan mitra kerja terhadap kebijakan antikorupsi yang dimiliki Perseroan. [GRI 205-3]

Informasi lengkap mengenai Kode Etik dan Kebijakan Antikorupsi Perseroan dapat dilihat di Bab Tata Kelola Perusahaan yang Baik pada Buku Laporan Tahunan 2025 yang diterbitkan terpisah tapi masih dalam satu kesatuan.

and the Company's business dynamics. The Company also continuously disseminates the Code of Conduct to employees through various channels, including the internal website, written statements, and electronic communications.

As of the end of 2025, the Company did not receive any reports regarding violations of the Code of Conduct by Company personnel.

ANTI-CORRUPTION POLICY [GRI 205-1], [ESG G-07]

The Company is strongly committed to preventing corruption within the organization. This commitment is implemented through the Anti-Corruption Policy, which is accessible on the Company's website at: <https://www.pakuwonjati.com/id/pages/71/anti-corruption-and-anti-fraud-policy>. [GRI 3-3]

The Company disseminates the Anti-Corruption Policy together with the Code of Conduct through training sessions and meetings, and regularly re-communicates it through the Company's internal website and direct electronic communication to employees, *tenant* and business partners. [GRI 205-2]

Each employee is required to sign an integrity pact that is renewed annually as a declaration that they have read, understood, and agreed to the anti-corruption policy. The same requirement also applies to *tenants* and business partners, who are required to sign an updated integrity pact upon contract renewal or extension.

Through these efforts, as of 2025 the Company did not identify any corruption cases within its operations. This reflects the Company's success in building awareness and understanding to stakeholders, specifically to employees and business partners regarding the implementation of its Anti-Corruption Policy. [GRI 205-3]

Further information regarding the Company's Code of Conduct and Anti-Corruption Policy can be found in the Good Corporate Governance chapter of the 2025 Annual Report, which is published separately but forms an integral part of the Company's reporting.



Etika Bisnis dan Integritas



[GRI 2-16, GRI 2-25, GRI 2-26]

Business Ethics and Integrity



Perseroan berkomitmen untuk menjalankan kegiatan usaha dengan menjunjung tinggi prinsip integritas, transparansi, serta akuntabilitas sebagai bagian dari penerapan tata kelola perusahaan yang baik. Komitmen tersebut diwujudkan melalui penerapan berbagai kebijakan dan mekanisme yang mengatur perilaku etis dalam kegiatan usaha, penyampaian isu kritis kepada badan tata kelola tertinggi, serta mekanisme pelaporan dan penanganan permasalahan yang berkaitan dengan kegiatan operasional Perseroan.



Melalui penerapan kebijakan dan mekanisme tersebut, Perseroan berupaya memastikan bahwa setiap potensi pelanggaran etika, dampak negatif operasional, maupun permasalahan yang berkaitan dengan kepentingan pemangku kepentingan dapat ditangani secara transparan, objektif, dan bertanggung jawab.



KOMUNIKASI ISU KRITIS KEPADA BADAN TATA KELOLA TERTINGGI [GRI 2-16]

Perseroan memastikan bahwa setiap isu penting yang berpotensi memengaruhi kinerja usaha, reputasi, maupun keberlanjutan operasional Perseroan dapat dikomunikasikan secara tepat waktu kepada badan tata kelola tertinggi. Mekanisme komunikasi ini merupakan bagian dari sistem pengendalian internal dan manajemen risiko yang diterapkan Perseroan untuk memastikan transparansi serta akuntabilitas dalam proses pengambilan keputusan.

Isu-isu yang bersifat kritis, termasuk yang berkaitan dengan risiko operasional, kepatuhan hukum, etika bisnis, maupun potensi pelanggaran terhadap kebijakan Perseroan, dapat disampaikan melalui jalur pelaporan manajemen, fungsi pengendalian internal, serta sistem pelaporan pelanggaran yang tersedia di lingkungan Perseroan. Informasi tersebut kemudian disampaikan kepada Direksi dan, apabila diperlukan, dilaporkan kepada Dewan Komisaris sebagai bagian dari fungsi pengawasan.

Melalui mekanisme komunikasi tersebut, Direksi dan Dewan Komisaris dapat melakukan evaluasi terhadap potensi dampak yang muncul serta menentukan langkah-langkah strategis yang diperlukan untuk memastikan bahwa isu yang dihadapi dapat ditangani secara tepat dan tidak menimbulkan dampak yang lebih luas terhadap keberlanjutan usaha Perseroan.

The Company is committed to conducting its business activities with integrity, transparency, and accountability as part of the implementation of good corporate governance. This commitment is reflected through the implementation of various policies and mechanisms that regulate ethical business conduct, communication of critical issues to the highest governance body, as well as reporting and resolution mechanisms related to the Company's operational activities.

Through these policies and mechanisms, the Company seeks to ensure that any potential ethical violations, negative operational impacts, or stakeholder-related issues are addressed in a transparent, objective, and responsible manner.

COMMUNICATION OF CRITICAL CONCERNS TO THE HIGHEST GOVERNANCE BODY [GRI 2-16]

The Company ensures that any significant issues that may affect business performance, reputation, or the sustainability of its operations are communicated in a timely manner to the highest governance body. This communication mechanism forms part of the Company's internal control and risk management system to ensure transparency and accountability in decision-making processes.

Critical issues, including those related to operational risks, legal compliance, business ethics, or potential violations of company policies, may be reported through management reporting channels, internal control functions, and the whistleblowing system available within the Company. Such information is subsequently communicated to the Board of Directors and, when necessary, escalated to the Board of Commissioners as part of its supervisory function.

Through this communication mechanism, the Board of Directors and the Board of Commissioners are able to evaluate potential impacts and determine appropriate strategic actions to ensure that any identified issues are addressed effectively and do not adversely affect the Company's long-term sustainability.

MEKANISME PELAPORAN DAN PENGADUAN [GRI 2-26]

Perseroan menyediakan mekanisme pelaporan dan pengaduan sebagai sarana bagi karyawan, mitra kerja, maupun pemangku kepentingan lainnya untuk menyampaikan laporan mengenai dugaan pelanggaran terhadap hukum, peraturan, kode etik, maupun kebijakan internal Perseroan.

Mekanisme ini dijalankan melalui Sistem Pelaporan Pelanggaran (Whistleblowing System) yang mengatur prosedur pelaporan, proses verifikasi, penanganan laporan, serta perlindungan bagi pihak pelapor. Sistem ini dirancang untuk memastikan bahwa setiap laporan dapat ditindaklanjuti secara objektif, independen, dan menjaga kerahasiaan identitas pelapor.

Informasi lengkap mengenai WBS dapat dilihat pada halaman 242-245, di Bab Tata Kelola Perusahaan yang Baik pada Buku Laporan Tahunan 2025 yang diterbitkan terpisah namun masih dalam satu kesatuan.

Perseroan memastikan bahwa setiap laporan yang diterima akan melalui proses evaluasi dan investigasi sesuai dengan prosedur yang berlaku. Hasil penanganan laporan tersebut selanjutnya dilaporkan kepada manajemen sebagai dasar untuk mengambil langkah-langkah perbaikan maupun tindakan disipliner apabila diperlukan.

Melalui penerapan mekanisme pelaporan ini, Perseroan mendorong terciptanya budaya kerja yang menjunjung tinggi integritas, transparansi, serta kepatuhan terhadap etika bisnis di seluruh lingkungan Perseroan.

WHISTLEBLOWING AND GRIEVANCE MECHANISM [GRI 2-26]

The Company provides reporting and grievance mechanisms that allow employees, business partners, and other stakeholders to report suspected violations of laws, regulations, the code of conduct, or the Company's internal policies.

This mechanism is implemented through a Whistleblowing System, which regulates reporting procedures, verification processes, case handling, and protection for whistleblowers. The system is designed to ensure that every report is handled objectively, independently, and with strict confidentiality of the reporter's identity.

Further information related to WBS can be seen in page 242-245 of the Good Corporate Governance Chapter in the 2025 Annual Report Book which is published separately but remains integrated.

The Company ensures that all submitted reports undergo evaluation and investigation in accordance with established procedures. The results of the handling process are reported to management as the basis for implementing corrective actions or disciplinary measures when necessary.

Through the implementation of this reporting mechanism, the Company promotes a culture of integrity, transparency, and compliance with ethical business practices throughout the organization.

Via Website

Formulir online: wbs.pakuwonjati.com

atau melalui surat ke:

| Jakarta | Surabaya |
|---|--|
| Tim Pengelola Laporan WBS PT Pakuwon Jati Tbk Gedung Perkantoran Gandaria 8, Lantai 32. Jl. Sultan Iskandar Muda (Arteri Pondok Indah) Kebayoran Lama, Jakarta Selatan | Tim Pengelola Laporan WBS PT Pakuwon Jati Tbk Pakuwon City Mall Lantai 5, Jl. Kejawen Putih Mutiara No. 17, Surabaya |

Sepanjang tahun 2025, Perseroan menerima 1 (satu) laporan melalui media WBS, namun laporan tersebut bukan termasuk kategori atau ruang lingkup pengaduan WBS. Hal ini menunjukkan bahwa budaya integritas serta kepatuhan terhadap kebijakan dan kode etik perusahaan telah diterapkan secara konsisten di lingkungan Perseroan. Informasi lengkap mengenai pengaduan WBS dapat dilihat pada halaman 245 buku Laporan Tahunan yang dibuat terpisah namun masih dalam satu kesatuan.

Throughout 2025, the Company received 1 (one) report through the Whistleblowing System (WBS); however, the report did not fall within the defined category or scope of complaints under the WBS mechanism. This indicates that the culture of integrity and compliance with the Company's policies and code of conduct has been consistently implemented across the organization. Complete information regarding WBS complaints can be found on page 245 of the Annual Report, which is prepared separately but remains an integral part of this report.

PENANGANAN DAN REMEDIASI DAMPAK NEGATIF [GRI 2-25]



Perseroan berkomitmen untuk menangani setiap potensi dampak negatif yang timbul dari kegiatan operasional maupun aktivitas bisnis Perseroan secara bertanggung jawab. Apabila ditemukan indikasi pelanggaran terhadap kebijakan internal, hukum, maupun prinsip etika bisnis, Perseroan akan melakukan proses investigasi sesuai dengan prosedur yang berlaku.

Berdasarkan hasil investigasi tersebut, Perseroan dapat mengambil berbagai langkah tindak lanjut, antara lain pemberian sanksi disipliner, perbaikan prosedur operasional, peningkatan pengendalian internal, serta tindakan korektif lainnya guna mencegah terulangnya kejadian serupa di masa mendatang.

Selain itu, Perseroan juga melakukan evaluasi terhadap kebijakan dan sistem pengendalian yang ada untuk memastikan bahwa mekanisme pencegahan dan penanganan pelanggaran dapat terus ditingkatkan sejalan dengan perkembangan praktik tata kelola perusahaan yang baik.

Dengan pendekatan ini, Perseroan berupaya memastikan bahwa setiap permasalahan yang muncul dapat ditangani secara transparan, adil, dan akuntabel, sekaligus memperkuat penerapan prinsip integritas dan tata kelola yang baik di seluruh kegiatan usaha Perseroan.

REMEDIATION OF NEGATIVE IMPACTS [GRI 2-25]

The Company is committed to addressing any potential negative impacts arising from its operational or business activities in a responsible manner. If indications of violations of internal policies, laws, or ethical standards are identified, the Company will conduct investigations in accordance with established procedures.

Based on the investigation results, the Company may implement various follow-up actions, including disciplinary measures, improvements to operational procedures, strengthening of internal controls, and other corrective actions to prevent similar incidents from occurring in the future.

The Company also conducts evaluations of existing policies and control systems to ensure that mechanisms for preventing and addressing violations continue to be strengthened in line with evolving good corporate governance practices.

Through this approach, the Company aims to ensure that any issues are addressed transparently, fairly, and accountably, while reinforcing the principles of integrity and sound governance across all business activities.

Kepatuhan Terhadap Hukum dan Regulasi

[SEOJK F.16], [GRI 2-27]

Legal and Regulatory Compliance

Perseroan berkomitmen untuk menjalankan kegiatan usaha sesuai dengan ketentuan hukum dan peraturan perundang-undangan yang berlaku. Sepanjang tahun pelaporan, Perseroan memastikan bahwa seluruh kegiatan operasional dilaksanakan sesuai dengan ketentuan yang berlaku di bidang pasar modal, ketenagakerjaan, lingkungan hidup, serta peraturan lain yang relevan. Oleh karena itu, Perseroan tidak menerima pengaduan dari masyarakat maupun pemangku kepentingan lainnya, baik terkait aspek lingkungan, ketenagakerjaan, maupun aspek sosial lainnya.

The Company is committed to conducting its business activities in compliance with applicable laws and regulations. Throughout the reporting year, the Company ensured that all operational activities were carried out in accordance with regulations in the areas of capital markets, employment, environmental protection, and other relevant requirements. Therefore, the Company did not receive any complaints from the public or other stakeholders related to environmental, labor, or other social aspects.

Pelibatan Pemangku Kepentingan [SEOJK E.4] [GRI 2-29] Stakeholder Engagement

Perseroan menyadari bahwa keberhasilan dalam menjalankan kegiatan usaha secara berkelanjutan tidak terlepas dari dukungan dan kepercayaan para pemangku kepentingan. Oleh karena itu, Perseroan secara aktif melakukan pelibatan pemangku kepentingan sebagai bagian dari proses pengambilan keputusan serta pengembangan strategi bisnis yang berkelanjutan.

The Company recognizes that the successful implementation of sustainable business practices cannot be separated from the support and trust of its stakeholders. Therefore, the Company actively engages with stakeholders as part of its decision-making process and the development of sustainable business strategies.

Dalam melaksanakan proses pelibatan pemangku kepentingan, Perseroan mengacu pada prinsip-prinsip AA1000 Stakeholder Engagement Standard (AA1000SES) yang meliputi inklusivitas (*inclusivity*), materialitas (*materiality*), dan responsivitas (*responsiveness*). Melalui pendekatan ini, Perseroan berupaya memastikan bahwa kepentingan dan harapan para pemangku kepentingan dapat diidentifikasi, dipahami, serta dipertimbangkan dalam pengelolaan kegiatan usaha Perseroan.

In conducting stakeholder engagement, the Company refers to the principles of the AA1000 Stakeholder Engagement Standard (AA1000SES), which include inclusivity, materiality, and responsiveness. Through this approach, the Company seeks to ensure that stakeholders' interests and expectations are identified, understood, and considered in the management of the Company's business activities.

Perseroan secara berkala mengidentifikasi kelompok pemangku kepentingan yang memiliki hubungan langsung maupun tidak langsung dengan kegiatan operasional perusahaan. Proses identifikasi ini mempertimbangkan tingkat pengaruh dan kepentingan pemangku kepentingan terhadap kegiatan usaha Perseroan.

The Company periodically identifies stakeholder groups that have direct or indirect relationships with its operational activities. This identification process considers the level of influence and interest of stakeholders in relation to the Company's business activities.

Melalui berbagai mekanisme komunikasi dan interaksi yang dilakukan secara berkala, Perseroan memperoleh masukan, aspirasi, serta harapan dari para pemangku kepentingan yang kemudian menjadi bahan pertimbangan dalam penyusunan kebijakan, pengembangan program, serta pengelolaan isu keberlanjutan.

Through various communication and engagement mechanisms conducted regularly, the Company gathers feedback, aspirations, and expectations from stakeholders, which are subsequently taken into consideration in formulating policies, developing programs, and managing sustainability-related issues.

Kelompok Pemangku Kepentingan dan Mekanisme Pelibatan Stakeholder Groups and Engagement Mechanisms

| Kelompok Pemangku Kepentingan Stakeholder Group | Metode Pelibatan Engagement Method | Isu Utama Key Topics |
|---|--|---|
| Pemegang Saham dan Investor Shareholders and Investors | Rapat Umum Pemegang Saham (RUPS), paparan publik, laporan tahunan dan laporan keberlanjutan, serta komunikasi investor General Meeting of Shareholders (GMS), public expose, annual and sustainability reports, and investor communications | Kinerja keuangan, strategi bisnis, tata kelola perusahaan, dan pertumbuhan jangka panjang Financial performance, business strategy, corporate governance, and long-term growth |
| Penyewa (Tenant) Tenants | Pertemuan tenant, komunikasi operasional kawasan, serta koordinasi dengan manajemen pusat perbelanjaan Tenant meetings, operational communication, and coordination with mall management | Kinerja pusat perbelanjaan, fasilitas kawasan, tingkat kunjungan, serta layanan pengelolaan Shopping mall performance, facilities, visitor traffic, and management services |
| Pelanggan dan Pengunjung Customers and Visitors | Survei pelanggan, layanan pelanggan, media digital, dan komunikasi pemasaran Customer surveys, customer service channels, digital platforms, and marketing communications | Kenyamanan kawasan, keamanan, serta kualitas layanan dan fasilitas Area comfort, safety, and quality of services and facilities |
| Karyawan Employees | Komunikasi internal, pelatihan dan pengembangan, serta pertemuan antara manajemen dan karyawan Internal communications, training and development programs, and meetings between management and employees | Pengembangan kompetensi, kesejahteraan karyawan, dan lingkungan kerja Employee competency development, employee welfare, and working environment |

Kelompok Pemangku Kepentingan dan Mekanisme Pelibatan
Stakeholder Groups and Engagement Mechanisms

| Kelompok Pemangku Kepentingan Stakeholder Group | Metode Pelibatan Engagement Method | Isu Utama Key Topics |
|--|--|--|
| Pemerintah dan Regulator Government and Regulators | Pelaporan kepatuhan, koordinasi dengan instansi pemerintah, serta pemenuhan perizinan Compliance reporting, coordination with government authorities, and licensing processes | Kepatuhan hukum dan regulasi, perizinan usaha, serta pengembangan kawasan Legal and regulatory compliance, business licensing, and area development |
| Masyarakat Sekitar Local Communities | Program tanggung jawab sosial perusahaan (CSR), kegiatan sosial, serta komunikasi dengan komunitas Corporate social responsibility (CSR) programs, social initiatives, and community engagement | Dampak operasional, pengembangan kawasan, serta peluang ekonomi lokal Operational impacts, area development, and local economic opportunities |
| Mitra Kerja dan Pemasok Business Partners and Suppliers | Koordinasi operasional, perjanjian kerja sama, serta evaluasi kinerja mitra Operational coordination, cooperation agreements, and partner performance evaluations | Standar operasional, kualitas layanan, serta kepatuhan terhadap kebijakan perusahaan Operational standards, service quality, and compliance with company policies |





CSR Joyful Trip to Christmas Wonderland - Pakuwon City Mall



 PT. Pakuwon Jati Tbk.

Rantai Pasokan dan Praktik Pengadaan

Supply Chain and Procurement Practices



Perseroan terus memperkuat praktik pengadaan berkelanjutan melalui optimalisasi penggunaan pemasok lokal, yang pada tahun 2025 mencapai 99,87%, sebagai bagian dari komitmen dalam membangun rantai pasok yang resilien, efisien, dan memberikan kontribusi langsung terhadap perekonomian domestik.

The Company continues to strengthen sustainable procurement practices by optimizing the use of local suppliers, which reached 99.87% in 2025, as part of its commitment to building a resilient, efficient supply chain that directly contributes to the domestic economy.



Sorotan Rantai Pasokan 2025 Supply Chain Highlights 2025

(Sorotan Rantai Pasokan Perseroan)
(Company Supply Chain Highlights)





Supplier Engagement Activities

Dilaksanakan secara berkala
Conducted on a regular basis

Melalui rapat koordinasi proyek, diskusi teknis, dan pertemuan pemasok
Through project coordination meetings, technical discussions, and supplier engagements

Sebagai pengembang properti terintegrasi, kegiatan usaha Perseroan tidak hanya bergantung pada kemampuan internal dalam merancang dan mengembangkan proyek, tetapi juga pada dukungan dari berbagai mitra kerja yang menjadi bagian dari rantai pasokan Perseroan. Mitra kerja tersebut berperan dalam berbagai tahapan kegiatan usaha, mulai dari perencanaan proyek, pelaksanaan konstruksi, hingga pengelolaan operasional properti yang dikembangkan oleh Perseroan.

As an integrated property developer, the Company's business activities rely not only on its internal capabilities in planning and developing projects, but also on the support of various business partners that form part of the Company's supply chain. These partners play important roles across different stages of the Company's operations, ranging from project planning and construction activities to the operational management of properties developed by the Company.

Ekosistem Rantai Pasokan Perseroan Supply Chain Ecosystem Perseroan



Pengelolaan rantai pasokan yang efektif menjadi salah satu faktor penting dalam memastikan keberhasilan pengembangan proyek serta keberlanjutan operasional properti. Melalui kerja sama yang terkelola dengan baik dengan para pemasok dan mitra kerja, Perseroan dapat menjaga kualitas pembangunan proyek, memastikan ketepatan waktu pelaksanaan pekerjaan, serta menjaga standar keselamatan dan kepatuhan yang berlaku.

Perseroan juga menyadari bahwa rantai pasokan memiliki peran penting dalam mendukung penerapan praktik bisnis yang berkelanjutan. Oleh karena itu, dalam mengelola hubungan dengan pemasok, Perseroan tidak hanya mempertimbangkan aspek harga dan kualitas, tetapi juga memperhatikan kepatuhan terhadap regulasi, penerapan standar keselamatan kerja, serta praktik usaha yang bertanggung jawab dari sisi lingkungan dan sosial.

Melalui pendekatan tersebut, Perseroan berupaya membangun rantai pasokan yang kuat, andal, dan berkelanjutan guna mendukung penciptaan nilai jangka panjang bagi perusahaan serta seluruh pemangku kepentingan.

Effective supply chain management is a key factor in ensuring the successful development of projects as well as the sustainability of property operations. Through well-managed collaboration with suppliers and business partners, the Company is able to maintain construction quality, ensure timely project execution, and uphold applicable safety and compliance standards.

The Company also recognizes that the supply chain plays a significant role in supporting the implementation of sustainable business practices. Therefore, in managing relationships with suppliers, the Company considers not only price and quality aspects, but also compliance with applicable regulations, adherence to occupational health and safety standards, as well as responsible environmental and social practices.

Through this approach, the Company seeks to build a strong, reliable, and sustainable supply chain that supports the creation of long-term value for the Company and its stakeholders.

Rantai Nilai Perseroan [GRI 2-6]

Company Value Chain



Sebagai pengembang properti terintegrasi, Perseroan menjalankan kegiatan usaha yang mencakup pengembangan kawasan superblok, pusat perbelanjaan, hotel, apartemen, dan perkantoran. Dalam menjalankan kegiatan tersebut, Perseroan mengelola rantai nilai yang terdiri dari berbagai tahapan kegiatan yang saling terhubung, mulai dari pengembangan proyek hingga pengelolaan operasional properti yang memberikan nilai jangka panjang bagi tenant dan pelanggan.

Rantai nilai Perseroan secara umum meliputi proses pengadaan dan pengembangan lahan, perencanaan dan desain proyek, pelaksanaan konstruksi, pengelolaan operasional properti, hingga penyediaan layanan bagi tenant dan pelanggan. Dalam setiap tahapan tersebut, Perseroan bekerja sama dengan berbagai mitra kerja dalam rantai pasokan, antara lain kontraktor dan subkontraktor konstruksi, pemasok material bangunan, konsultan arsitektur dan teknik, serta penyedia jasa pengelolaan fasilitas dan layanan operasional gedung.

Tahapan rantai nilai dimulai dari proses pengadaan dan pengembangan lahan yang memiliki potensi strategis untuk dikembangkan menjadi kawasan properti terpadu. Pada tahap ini, Perseroan melakukan berbagai kajian perencanaan untuk memastikan kesesuaian pengembangan kawasan dengan kebutuhan pasar serta potensi pengembangan jangka panjang.

Tahap selanjutnya adalah proses perencanaan dan desain proyek yang melibatkan konsultan arsitektur dan teknik guna memastikan kualitas perencanaan, efisiensi desain, serta integrasi fasilitas dalam kawasan yang dikembangkan. Proses ini menjadi landasan penting bagi keberhasilan pelaksanaan pembangunan proyek secara keseluruhan.

Setelah tahap perencanaan selesai, proyek memasuki fase konstruksi yang melibatkan kontraktor utama, subkontraktor, serta pemasok material bangunan. Pada tahap ini, Perseroan memastikan bahwa proses pembangunan dilaksanakan sesuai dengan standar kualitas, keselamatan kerja, serta jadwal pelaksanaan yang telah ditetapkan.

Setelah proyek selesai dibangun, Perseroan melanjutkan kegiatan pada tahap operasional properti yang meliputi pengelolaan fasilitas gedung, pengoperasian pusat perbelanjaan dan hotel, serta penyediaan berbagai layanan bagi tenant dan pelanggan. Melalui pengelolaan operasional yang terintegrasi, Perseroan berupaya memastikan bahwa setiap properti yang dikembangkan dapat memberikan pengalaman yang nyaman dan berkelanjutan bagi seluruh pengguna.

As an integrated property developer, the Company conducts business activities that include the development of superblock areas, shopping centers, hotels, apartments, and office buildings. In carrying out these activities, the Company manages a value chain consisting of interconnected stages of operations, ranging from project development to property operations that generate long-term value for tenants and customers.

The Company's value chain generally includes land acquisition and development, project planning and design, construction activities, property operations, and the provision of services for tenants and customers. Throughout these stages, the Company collaborates with various business partners within its supply chain, including construction contractors and subcontractors, building material suppliers, architectural and engineering consultants, as well as facility management and building operation service providers.

The value chain begins with the process of land acquisition and development in areas that have strategic potential to be developed into integrated property complexes. At this stage, the Company conducts various planning assessments to ensure that the development of the area aligns with market demand and long-term development potential.

The next stage involves project planning and design, which engages architectural and engineering consultants to ensure the quality of planning, design efficiency, and integration of facilities within the developed area. This process forms a critical foundation for the successful implementation of the overall construction project.

Upon completion of the planning stage, the project enters the construction phase, which involves main contractors, subcontractors, and suppliers of construction materials. During this stage, the Company ensures that the construction process is carried out in accordance with established quality standards, occupational safety requirements, and project timelines.

Once construction is completed, the Company proceeds to the property operation stage, which includes facility management, operation of shopping centers and hotels, as well as the provision of various services for tenants and customers. Through integrated operational management, the Company strives to ensure that each developed property provides a comfortable and sustainable experience for all users.



Keseluruhan tahapan dalam rantai nilai tersebut menunjukkan bahwa keberhasilan pengembangan dan pengelolaan properti Perseroan tidak terlepas dari peran berbagai mitra kerja yang terlibat dalam setiap tahap kegiatan. Mulai dari tahap perencanaan dan konstruksi hingga pengelolaan operasional properti, Perseroan bekerja sama dengan berbagai pemasok dan penyedia jasa yang mendukung kelancaran pelaksanaan proyek serta operasional properti yang dikelola.

Keberadaan mitra kerja dalam rantai pasokan tersebut menjadi bagian penting dalam memastikan ketersediaan material, kualitas pekerjaan konstruksi, serta kelancaran penyediaan layanan operasional properti. Oleh karena itu, Perseroan menerapkan pengelolaan pemasok yang terstruktur guna memastikan bahwa seluruh mitra usaha yang bekerja sama dengan Perseroan memenuhi standar kualitas, kepatuhan terhadap regulasi, serta prinsip etika bisnis yang berlaku.

Melalui pengelolaan rantai pasokan yang efektif dan kolaboratif, Perseroan berupaya menjaga kualitas proyek yang dikembangkan, meningkatkan efisiensi operasional, serta memperkuat keberlanjutan kegiatan usaha Perseroan dalam jangka panjang.

The entire value chain demonstrates that the successful development and management of the Company's properties are closely linked to the contributions of various business partners involved at each stage of the operations. From planning and construction to property operations, the Company collaborates with numerous suppliers and service providers that support the smooth execution of projects and the management of its properties.

These supply chain partners play an essential role in ensuring the availability of materials, maintaining the quality of construction work, and supporting the delivery of operational services within the Company's properties. Therefore, the Company implements structured supplier management to ensure that all business partners comply with quality standards, regulatory requirements, and applicable business ethics principles.

Through effective and collaborative supply chain management, the Company seeks to maintain the quality of its projects, enhance operational efficiency, and strengthen the long-term sustainability of its business operations.



Struktur Pasokan dan Pemasok Perseroan

[GRI 2-6, GRI 204-1]



Company Supply and Supplier Structure



Dalam menjalankan kegiatan pengembangan dan operasional properti, Perseroan bekerja sama dengan berbagai pemasok yang menyediakan barang dan jasa yang dibutuhkan dalam setiap tahapan kegiatan usaha. Pemasok tersebut mencakup berbagai kategori mitra usaha, mulai dari kontraktor dan subkontraktor konstruksi, pemasok material bangunan, konsultan desain dan teknik, hingga penyedia jasa operasional dan pemeliharaan fasilitas gedung.



Karakteristik rantai pasokan Perseroan mencerminkan kegiatan usaha di sektor pengembangan properti yang memerlukan koordinasi berbagai pihak dengan keahlian yang berbeda. Pada tahap pembangunan proyek, misalnya, Perseroan bekerja sama dengan kontraktor utama dan sejumlah subkontraktor yang menangani pekerjaan spesifik seperti pekerjaan struktur, instalasi mekanikal dan elektrikal, pekerjaan arsitektural, serta berbagai pekerjaan finishing bangunan.

Selain pemasok yang terlibat dalam kegiatan konstruksi, Perseroan juga bekerja sama dengan berbagai penyedia jasa operasional yang mendukung pengelolaan properti setelah proyek selesai dibangun. Penyedia jasa tersebut antara lain mencakup penyedia layanan keamanan, kebersihan, pemeliharaan fasilitas, pengelolaan utilitas, serta berbagai layanan operasional lainnya yang mendukung kenyamanan dan keamanan bagi tenant maupun pengunjung properti.

Dalam pengelolaan rantai pasokan, Perseroan juga mengutamakan kerja sama dengan pemasok domestik sepanjang memenuhi standar kualitas dan spesifikasi teknis yang ditetapkan. Pendekatan ini tidak hanya mendukung efisiensi logistik dan operasional, tetapi juga memberikan kontribusi terhadap pengembangan ekosistem usaha domestik di wilayah operasional Perseroan. Berikut jumlah pemasok Perseroan di tahun 2025:

In carrying out its property development and operational activities, the Company collaborates with various suppliers that provide the goods and services required across each stage of its business activities. These suppliers include various categories of business partners, ranging from construction contractors and subcontractors, building material suppliers, architectural and engineering consultants, to providers of operational and facility maintenance services.

The characteristics of the Company's supply chain reflect the nature of the property development sector, which requires coordination among multiple parties with different areas of expertise. During the project construction stage, for example, the Company works with main contractors and several subcontractors responsible for specific tasks such as structural works, mechanical and electrical installations, architectural works, and various finishing works.

In addition to suppliers involved in construction activities, the Company also collaborates with various operational service providers that support property management once the project has been completed. These service providers include security services, cleaning services, facility maintenance, utility management, and other operational services that support the comfort and safety of tenants and visitors.

In managing its supply chain, the Company prioritizes collaboration with domestic suppliers, provided that they meet the required quality standards and technical specifications. This approach not only supports logistical and operational efficiency, but also contributes to the development of the domestic business ecosystem within the Company's operational areas. The following table presents the number of the Company's suppliers in 2025.

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|--|----------------------|--------|--------|--------|
| Pemasok Lokal Local Suppliers | Pemasok Suppliers | 1.492 | 1.410 | 1.214 |
| Pemasok Luar Negeri International Suppliers | Pemasok Suppliers | 2 | 5 | 4 |
| Jumlah Pemasok Total Suppliers | Pemasok Suppliers | 1.494 | 1.415 | 1.218 |
| Presentase Pemasok Supplier Percentage | % | 99,87% | 99,65% | 99,67% |

Pada tahun 2025, Perseroan bekerja sama dengan 1.494 pemasok, meningkat dibandingkan dengan 1.415 pemasok pada tahun 2024 dan 1.218 pemasok pada tahun 2023. Peningkatan jumlah pemasok ini mencerminkan dinamika kegiatan pengembangan proyek serta kebutuhan operasional properti yang terus berkembang seiring dengan pertumbuhan portofolio properti Perseroan.

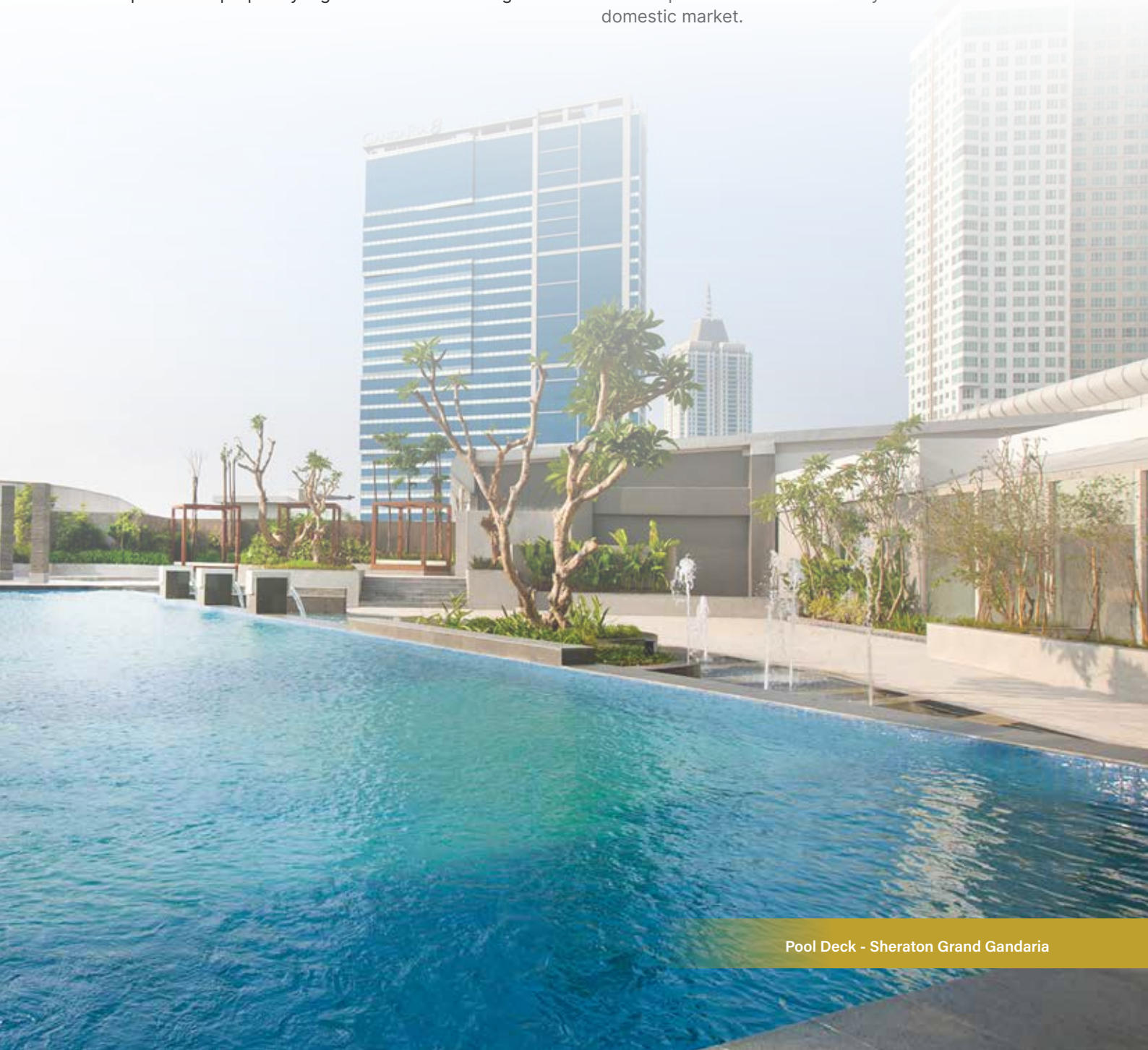
Komposisi pemasok Perseroan masih didominasi oleh pemasok domestik. Dari total pemasok pada tahun 2025, sebanyak 1.492 pemasok atau sekitar 99,87% merupakan pemasok lokal, sedangkan 2 pemasok atau sekitar 0,13% merupakan pemasok luar negeri.

Dominasi pemasok lokal tersebut sejalan dengan karakteristik kegiatan usaha Perseroan yang sebagian besar membutuhkan dukungan kontraktor konstruksi, pemasok material bangunan, serta penyedia jasa operasional properti yang tersedia di dalam negeri.

In 2025, the Company collaborated with 1,494 suppliers, an increase compared to 1,415 suppliers in 2024 and 1,218 suppliers in 2023. The increase in the number of suppliers reflects the dynamic nature of project development activities as well as the growing operational needs of the Company's properties in line with the expansion of its property portfolio.

The composition of the Company's suppliers continues to be dominated by domestic suppliers. Of the total suppliers in 2025, 1,492 suppliers or approximately 99.87% were local suppliers, while 2 suppliers or approximately 0.13% were international suppliers.

The dominance of local suppliers is in line with the characteristics of the Company's business activities, which largely require the support of construction contractors, building material suppliers, and operational service providers that are readily available within the domestic market.



Pool Deck - Sheraton Grand Gandaria



Kebijakan Pengadaan dan Manajemen Pemasok

Purchasing Policy and Supply Management

Perseroan menerapkan kebijakan pengadaan barang dan jasa sebagai bagian dari penerapan tata kelola perusahaan yang baik serta pengelolaan rantai pasokan yang bertanggung jawab. Kebijakan ini bertujuan untuk memastikan bahwa seluruh proses pengadaan dilakukan secara transparan, kompetitif, dan akuntabel, serta mendukung kelancaran kegiatan pengembangan proyek maupun operasional properti yang dikelola oleh Perseroan.

Dalam menjalankan kegiatan usahanya, Perseroan bekerja sama dengan berbagai pemasok yang menyediakan material konstruksi, jasa kontraktor dan subkontraktor, jasa konsultasi teknis, serta layanan operasional gedung. Mengingat peran penting pemasok dalam mendukung keberhasilan pengembangan proyek dan pengelolaan properti, Perseroan menerapkan pendekatan pengelolaan pemasok yang terstruktur guna memastikan bahwa seluruh mitra usaha memenuhi standar kualitas, kepatuhan, dan etika bisnis yang ditetapkan oleh Perseroan.

Kebijakan pengadaan Perseroan menekankan prinsip persaingan usaha yang sehat dengan memberikan kesempatan yang setara kepada pemasok yang memenuhi persyaratan untuk berpartisipasi dalam proses seleksi. Proses pemilihan pemasok dilakukan secara objektif dengan mempertimbangkan berbagai aspek, antara lain kualitas barang atau jasa, kemampuan teknis, pengalaman proyek, kapasitas operasional, serta rekam jejak kinerja pemasok.

Selain aspek komersial, Perseroan juga menekankan pentingnya penerapan standar etika bisnis dalam hubungan kerja sama dengan pemasok. Perseroan menolak segala bentuk praktik korupsi, penyuapan, maupun benturan kepentingan dalam proses pengadaan barang dan jasa. Seluruh pemasok yang bekerja sama dengan Perseroan diharapkan untuk mematuhi peraturan perundang-undangan yang berlaku serta menjalankan kegiatan usahanya dengan menjunjung tinggi prinsip integritas dan profesionalisme.

Seiring dengan meningkatnya perhatian terhadap praktik bisnis berkelanjutan, Perseroan juga mendorong pemasok untuk menerapkan praktik usaha yang bertanggung jawab dari sisi lingkungan dan sosial. Pendekatan ini dilakukan untuk memastikan bahwa rantai pasokan Perseroan tidak hanya mendukung kelancaran operasional, tetapi juga berkontribusi terhadap penciptaan nilai jangka panjang yang berkelanjutan.

The Company implements a procurement policy for goods and services as part of its commitment to good corporate governance and responsible supply chain management. This policy aims to ensure that all procurement processes are conducted in a transparent, competitive, and accountable manner, while supporting the smooth execution of project development and the operational management of the Company's properties.

In carrying out its business activities, the Company collaborates with various suppliers that provide construction materials, contractor and subcontractor services, technical consultancy services, as well as building operational services. Considering the important role of suppliers in supporting successful project development and property management, the Company applies a structured supplier management approach to ensure that all business partners comply with the quality standards, regulatory requirements, and business ethics principles established by the Company.

The Company's procurement policy emphasizes fair competition by providing equal opportunities for qualified suppliers to participate in the selection process. The selection of suppliers is conducted objectively by considering various factors, including the quality of goods or services, technical capability, project experience, operational capacity, and the supplier's performance track record.

In addition to commercial considerations, the Company also emphasizes the importance of business ethics in its relationships with suppliers. The Company strictly rejects any form of corruption, bribery, or conflict of interest in the procurement process. All suppliers working with the Company are expected to comply with applicable laws and regulations and conduct their business activities with integrity and professionalism.

In line with the growing emphasis on sustainable business practices, the Company also encourages suppliers to adopt responsible environmental and social practices. This approach aims to ensure that the Company's supply chain not only supports operational efficiency but also contributes to the creation of long-term sustainable value.

Informasi lengkap mengenai kebijakan pengadaan dapat dilihat di Bab Tata Kelola Perusahaan pada Buku Laporan Tahunan 2025 yang dibuat terpisah namun masih dalam satu kesatuan.

Further information regarding the procurement policy can be found in the Corporate Governance Chapter of the Company's 2025 Annual Report, which is published separately but forms an integral part of this report.

Supplier Governance Framework: Kerangka Pengelolaan Pemasok Perseroan



Memastikan Kepatuhan, Kualitas, dan Keberlanjutan dalam Rantai Pasok
Ensuring Compliance, Quality, and Sustainability in the Supply Chain





Seleksi, Evaluasi dan Penilaian Pemasok

[GRI 308-1, GRI 308-2, GRI 414-1, GR1 414-2]



Supplier Selection, Evaluation and Assessment



Sebagai bagian dari pengelolaan rantai pasokan yang bertanggung jawab, Perseroan menerapkan proses seleksi dan evaluasi pemasok secara sistematis untuk memastikan bahwa mitra usaha yang bekerja sama dengan Perseroan memiliki kapasitas operasional, kompetensi teknis, serta komitmen terhadap standar tata kelola, lingkungan, dan sosial yang ditetapkan oleh Perseroan.



As part of responsible supply chain management, the Company implements a systematic supplier selection and evaluation process to ensure that business partners working with the Company possess adequate operational capacity, technical competence, and a commitment to the governance, environmental, and social standards established by the Company.



Pada tahap awal kerja sama, Perseroan melakukan proses seleksi pemasok dengan melakukan verifikasi terhadap berbagai aspek, antara lain legalitas usaha, pengalaman dan rekam jejak proyek, kapasitas teknis, serta kemampuan finansial pemasok. Sebagai bagian dari seleksi vendor *building material*, Perseroan juga melakukan kunjungan ke lokasi kerja pemasok untuk menilai komitmen terhadap aspek kualitas dan keberlanjutan. Proses verifikasi ini bertujuan untuk memastikan bahwa pemasok yang dipilih memiliki kualifikasi yang memadai serta mampu memenuhi kebutuhan proyek maupun operasional Perseroan.

At the initial stage of cooperation, the Company conducts a supplier selection process by verifying various aspects, including business legality, project experience and track record, technical capacity, and financial capability of the suppliers. As part of the selection of building material vendors, the Company also conducts site visits to suppliers' operational locations to assess their commitment to quality and sustainability aspects. This verification process aims to ensure that selected suppliers possess adequate qualifications and are capable of meeting the Company's project and operational requirements.



Selain itu, dalam pemilihan material konstruksi, Perseroan mensyaratkan kepemilikan sertifikasi hijau (*green certification*) untuk material yang relevan. Untuk memastikan kualitas material yang digunakan, Perseroan secara periodik melakukan pengujian melalui laboratorium independen, antara lain *compressive test* untuk beton dan *tensile test* untuk baja tulangan (*rebar*).

In addition, in the selection of construction materials, the Company requires relevant green certification for applicable materials. To ensure the quality of materials used, the Company periodically conducts testing through independent laboratories, including compressive tests for concrete and tensile tests for reinforcing steel (*rebar*).

Setelah pemasok terpilih, Perseroan melakukan evaluasi kinerja pemasok secara berkala selama masa kerja sama. Evaluasi ini mencakup berbagai aspek operasional, termasuk kualitas pekerjaan atau layanan yang diberikan, ketepatan waktu pelaksanaan pekerjaan, kepatuhan terhadap spesifikasi teknis yang ditetapkan, serta kemampuan pemasok dalam menjaga standar keselamatan kerja di lingkungan proyek.

Once suppliers are selected, the Company conducts periodic evaluations of supplier performance throughout the duration of the collaboration. These evaluations cover various operational aspects, including the quality of work or services provided, timeliness of project execution, compliance with established technical specifications, and the supplier's ability to maintain occupational safety standards within the project environment.

Dalam rangka mendukung praktik bisnis yang berkelanjutan, Perseroan juga mempertimbangkan aspek lingkungan dalam proses penilaian pemasok. Perseroan mendorong pemasok untuk mematuhi ketentuan peraturan lingkungan hidup yang berlaku serta menerapkan praktik pengelolaan material dan limbah konstruksi secara bertanggung jawab guna meminimalkan potensi dampak lingkungan yang dapat timbul dari kegiatan konstruksi.

To support sustainable business practices, the Company also considers environmental aspects in its supplier assessment process. Suppliers are encouraged to comply with applicable environmental regulations and to implement responsible management of construction materials and waste in order to minimize potential environmental impacts arising from construction activities.

Selain aspek lingkungan, Perseroan juga memperhatikan aspek sosial dalam proses penilaian pemasok. Untuk kontraktor yang terlibat dalam proyek pembangunan gedung high-rise, Perseroan mensyaratkan keberadaan tenaga ahli yang memiliki sertifikasi Keselamatan dan Kesehatan Kerja (K3) yang relevan, termasuk Ahli K3 Konstruksi. Sementara itu, untuk kegiatan operasional dan pemeliharaan gedung

In addition to environmental aspects, the Company also considers social aspects in the supplier evaluation process. For contractors involved in high-rise building projects, the Company requires the presence of qualified personnel holding relevant Occupational Health and Safety (OHS) certifications, including Construction OHS Experts. Meanwhile, for operational and maintenance



CSR Pakuwon Peduli, Berbagi Keceriaan - Pakuwon Mall Surabaya

tinggi, Perseroan mensyaratkan sertifikasi dan perizinan sesuai dengan jenis pekerjaan yang dilakukan, antara lain sertifikat Tenaga Kerja Pada Ketinggian (TKPK), Tenaga Kerja Bangunan Tinggi (TKBT), serta Surat Izin Operasional (SIO) untuk peralatan tertentu. Sertifikasi dan perizinan tersebut diterbitkan oleh Kementerian Ketenagakerjaan Republik Indonesia dan menjadi bagian dari persyaratan dalam proses seleksi, evaluasi, serta pemantauan kepatuhan kontraktor dan pemasok.

Melalui proses seleksi dan evaluasi yang terstruktur, Perseroan berupaya memastikan bahwa seluruh mitra usaha dalam rantai pasokan menjalankan kegiatan usahanya sesuai dengan standar kualitas, kepatuhan, serta prinsip keberlanjutan yang diterapkan oleh Perseroan.

activities of high-rise buildings, the Company requires certifications and permits in accordance with the type of work performed, including Working at Height Certification (TKPK), High-Rise Building Worker Certification (TKBT), and Operational Licenses (SIO) for specific equipment. These certifications and permits are issued by the Ministry of Manpower of the Republic of Indonesia and form part of the requirements in the selection, evaluation, and compliance monitoring of contractors and suppliers.

Through this structured selection and evaluation process, the Company strives to ensure that all business partners within its supply chain conduct their operations in accordance with the quality standards, regulatory compliance, and sustainability principles adopted by the Company.



Hubungan dan Kemitraan dengan Pemasok

Supplier Partnership and Relationship

Perseroan memandang pemasok sebagai mitra strategis yang memiliki peran penting dalam mendukung keberhasilan pengembangan proyek serta kelancaran operasional properti yang dikelola oleh Perseroan. Mengingat kegiatan usaha Perseroan melibatkan berbagai tahapan pembangunan dan pengelolaan properti yang kompleks, keberhasilan pelaksanaan proyek sangat bergantung pada kualitas kolaborasi antara Perseroan dengan para pemasok dan mitra usaha dalam rantai pasokan.

Dalam menjalin kerja sama dengan pemasok, Perseroan mengedepankan prinsip transparansi, profesionalisme, dan saling memberikan nilai tambah. Perseroan berupaya membangun hubungan kemitraan jangka panjang dengan pemasok yang memiliki kompetensi teknis, pengalaman proyek yang relevan, serta komitmen untuk memenuhi standar kualitas dan keselamatan kerja yang ditetapkan oleh Perseroan.

Untuk menjaga efektivitas kerja sama dengan pemasok, Perseroan menerapkan mekanisme komunikasi dan koordinasi yang berkelanjutan selama pelaksanaan proyek maupun operasional properti. Koordinasi ini dilakukan melalui berbagai forum komunikasi, antara lain rapat koordinasi proyek, diskusi teknis, serta komunikasi operasional antara tim proyek Perseroan dengan pemasok yang terlibat dalam kegiatan pembangunan maupun pemeliharaan properti.

Selain itu, Perseroan juga secara berkala menyelenggarakan pertemuan dengan pemasok sebagai sarana untuk memperkuat hubungan kemitraan dan meningkatkan keselarasan dalam pelaksanaan proyek. Melalui pertemuan tersebut, Perseroan dapat menyampaikan rencana proyek yang akan datang, standar operasional yang berlaku di lingkungan proyek, serta berbagai ketentuan terkait keselamatan kerja dan kualitas pekerjaan yang harus dipenuhi oleh pemasok.

Sebagai bagian dari upaya peningkatan kualitas secara berkelanjutan, Perseroan juga menyelenggarakan pelatihan tahunan (*annual training*) tentang *quality assurance* bersama kontraktor proyek gedung *high-rise* terkait aspek *non-conformance* terhadap standar kualitas yang telah ditetapkan, dengan tujuan mendorong perbaikan berkelanjutan (*continuous improvement*) selama pelaksanaan proyek.

The Company views suppliers as strategic partners who play an important role in supporting the successful development of projects and the smooth operation of the properties managed by the Company. Considering that the Company's business activities involve complex stages of property development and management, the successful execution of projects largely depends on the quality of collaboration between the Company and its suppliers and business partners within the supply chain.

In establishing cooperation with suppliers, the Company upholds the principles of transparency, professionalism, and mutual value creation. The Company strives to build long-term partnerships with suppliers that possess strong technical capabilities, relevant project experience, and a commitment to meeting the quality and occupational safety standards established by the Company.

To ensure effective collaboration with suppliers, the Company implements continuous communication and coordination mechanisms throughout project implementation and property operations. Such coordination is carried out through various communication forums, including project coordination meetings, technical discussions, and operational communications between the Company's project teams and suppliers involved in construction and property maintenance activities.

In addition, the Company periodically organizes meetings with suppliers as a platform to strengthen partnership relationships and enhance alignment in project implementation. Through these meetings, the Company communicates upcoming project plans, operational standards applicable within project environments, as well as various requirements related to occupational safety and work quality that must be fulfilled by suppliers.

As part of its continuous quality improvement efforts, the Company also conducts annual training on quality assurance with high-rise building project contractors, focusing on non-conformance aspect to established quality standards, with the aim of driving continuous improvement throughout project execution.

Forum komunikasi dengan pemasok juga menjadi sarana bagi Perseroan untuk memperoleh masukan dari pemasok terkait pelaksanaan proyek serta dinamika operasional di lapangan. Melalui pertukaran informasi dan pengalaman tersebut, Perseroan dan pemasok dapat bersama-sama meningkatkan efektivitas kerja sama serta mengidentifikasi peluang perbaikan dalam pelaksanaan proyek maupun pengelolaan operasional properti.

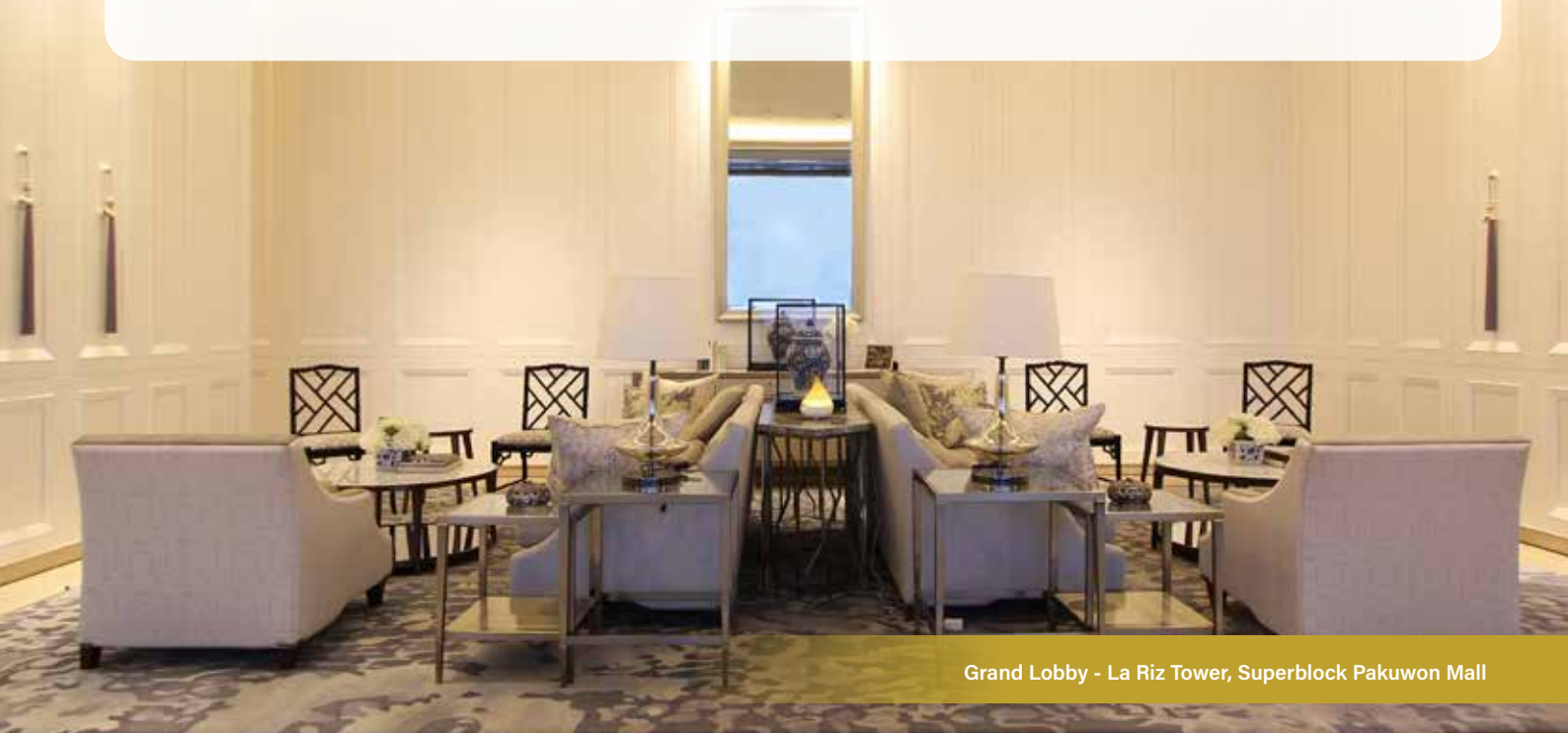
Melalui pendekatan kemitraan yang kolaboratif, Perseroan berupaya menciptakan hubungan kerja sama yang tidak hanya bersifat transaksional, tetapi juga berorientasi pada peningkatan kualitas dan keberlanjutan rantai pasokan. Pendekatan ini diharapkan dapat memperkuat stabilitas rantai pasokan Perseroan serta mendukung keberhasilan pengembangan proyek properti secara berkelanjutan.

Communication forums with suppliers also provide opportunities for the Company to obtain feedback from suppliers regarding project implementation and operational dynamics in the field. Through this exchange of information and experience, both the Company and its suppliers can improve the effectiveness of their collaboration and identify opportunities for improvement in project execution and property operational management.

Through this collaborative partnership approach, the Company aims to foster relationships with suppliers that go beyond transactional interactions and instead focus on improving quality and strengthening supply chain sustainability. This approach is expected to enhance the stability of the Company's supply chain while supporting the sustainable development of property projects.

Bentuk Keterlibatan Perseroan dengan Pemasok Supplier Engagement Activities

| Bentuk Keterlibatan Engagement Activities | Tujuan Objective |
|---|--|
| Rapat Koordinasi Proyek Project Coordination Meetings | Memastikan keselarasan antara Perseroan dan pemasok terkait jadwal proyek, spesifikasi teknis, serta standar kualitas pekerjaan To ensure alignment between the Company and suppliers regarding project timelines, technical specifications, and work quality standards |
| Pertemuan Pemasok (Supplier Meeting) Supplier Meetings | Memperkuat komunikasi dan kemitraan dengan pemasok serta menyampaikan rencana proyek dan kebutuhan pengadaan ke depan To strengthen communication and partnership with suppliers while communicating upcoming project plans and procurement needs |
| Diskusi Teknis Proyek Technical Project Discussions | Membahas aspek teknis pekerjaan konstruksi atau operasional guna memastikan kesesuaian dengan standar yang ditetapkan To discuss technical aspects of construction or operational work to ensure compliance with established standards |
| Sosialisasi Standar Operasional dan Keselamatan Kerja Operational and Safety Standards Socialization | Memastikan pemasok memahami standar keselamatan kerja dan prosedur operasional yang berlaku di lingkungan proyek To ensure that suppliers understand occupational safety standards and operational procedures applicable within the project environment |
| Koordinasi Operasional Berkala Regular Operational Coordination | Menjaga kelancaran pelaksanaan pekerjaan dan penyelesaian kendala operasional secara efektif To maintain smooth work implementation and resolve operational issues effectively |
| Pelatihan Tahunan Annual Training | Mendorong perbaikan berkelanjutan (<i>continuous improvement</i>) selama pelaksanaan proyek Driving continuous improvement throughout project execution |



Grand Lobby - La Riz Tower, Superblock Pakuwon Mall



Komitmen Penguatan Rantai Pasok Berkelanjutan

Commitment to Strengthening Sustainable Supply Chain

Perseroan berkomitmen untuk terus memperkuat pengelolaan rantai pasokan sebagai bagian dari upaya mendukung keberlanjutan kegiatan usaha. Dalam menjalankan kegiatan pengembangan proyek dan pengelolaan operasional properti, Perseroan menyadari bahwa rantai pasokan memiliki peran penting dalam memastikan kelancaran operasional, menjaga kualitas pembangunan proyek, serta meminimalkan potensi risiko yang dapat timbul dari aktivitas yang melibatkan berbagai mitra usaha.

Seiring dengan meningkatnya perhatian terhadap praktik bisnis yang bertanggung jawab, Perseroan secara bertahap mengintegrasikan prinsip keberlanjutan ke dalam pengelolaan rantai pasokan. Pendekatan ini dilakukan dengan mendorong pemasok untuk menjalankan kegiatan usahanya sesuai dengan ketentuan peraturan yang berlaku, menjunjung tinggi praktik bisnis yang beretika, serta memperhatikan aspek lingkungan dan sosial dalam kegiatan operasionalnya.

Dalam aspek lingkungan, Perseroan mendorong pemasok yang terlibat dalam kegiatan konstruksi maupun operasional properti untuk menerapkan praktik pengelolaan sumber daya secara lebih efisien serta memperhatikan pengelolaan limbah konstruksi secara bertanggung jawab. Pendekatan ini diharapkan dapat membantu meminimalkan potensi dampak lingkungan dari kegiatan pembangunan proyek maupun pengelolaan properti.

Perseroan juga menekankan pentingnya penerapan standar keselamatan dan kesehatan kerja (K3) oleh seluruh pihak yang terlibat dalam kegiatan proyek. Mengingat kegiatan konstruksi memiliki tingkat risiko yang relatif tinggi, penerapan standar keselamatan kerja menjadi salah satu aspek penting dalam memastikan terciptanya lingkungan kerja yang aman bagi pekerja yang terlibat dalam kegiatan proyek maupun operasional properti.

Selain itu, Perseroan juga mendorong pemasok untuk mematuhi ketentuan ketenagakerjaan yang berlaku serta menghormati hak-hak pekerja. Perseroan tidak mentoleransi praktik kerja yang bertentangan dengan prinsip ketenagakerjaan yang berlaku, termasuk praktik kerja paksa maupun pekerja anak.

The Company is committed to continuously strengthening its supply chain management as part of its efforts to support sustainable business operations. In carrying out project development and property operational management, the Company recognizes that the supply chain plays a crucial role in ensuring operational continuity, maintaining construction quality, and minimizing potential risks arising from activities involving various business partners.

In response to the growing emphasis on responsible business practices, the Company gradually integrates sustainability principles into its supply chain management. This approach includes encouraging suppliers to conduct their business activities in compliance with applicable regulations, uphold ethical business practices, and consider environmental and social aspects in their operational activities.

From an environmental perspective, the Company encourages suppliers involved in construction and property operations to adopt more efficient resource management practices and implement responsible management of construction waste. This approach is intended to minimize potential environmental impacts arising from project development and property management activities.

The Company also emphasizes the importance of implementing occupational health and safety (OHS) standards among all parties involved in project activities. Considering that construction activities involve relatively high levels of risk, adherence to safety standards is essential in ensuring a safe working environment for workers involved in project execution and property operations.

In addition, the Company encourages suppliers to comply with applicable labor regulations and respect workers' rights. The Company does not tolerate labor practices that violate prevailing labor principles, including forced labor or child labor.

Melalui penerapan prinsip-prinsip tersebut, Perseroan berupaya membangun rantai pasokan yang tidak hanya mendukung kelancaran kegiatan operasional, tetapi juga berkontribusi terhadap penerapan praktik bisnis yang lebih bertanggung jawab. Dengan memperkuat pengelolaan rantai pasokan yang berkelanjutan, Perseroan berharap dapat menciptakan nilai jangka panjang bagi Perseroan, pemasok, serta seluruh pemangku kepentingan yang terlibat dalam ekosistem usaha Perseroan.

Through the implementation of these principles, the Company strives to develop a supply chain that not only supports smooth operational activities but also contributes to more responsible business practices. By strengthening sustainable supply chain management, the Company aims to create long-term value for the Company, its suppliers, and all stakeholders involved in the Company's business ecosystem.





 PT. Pakuwon Jati Tbk.

Strategi Iklim

Climate Strategy

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Perseroan telah menetapkan target iklim jangka pendek yang telah divalidasi oleh *Science Based Targets initiative (SBTi)*, yaitu untuk menurunkan emisi operasional Cakupan 1, Cakupan 2, dan Cakupan 3 (*in-use*) yang berasal dari bangunan yang dimiliki dan disewa, termasuk aset hilir yang disewakan, sebesar 73,1% pada tahun 2033 dibandingkan tahun dasar 2023. Target ini mencerminkan keselarasan dengan jalur dekarbonisasi sektoral untuk bangunan yang ditetapkan oleh SBTi, yang sejalan dengan skenario pembatasan kenaikan suhu global sebesar 1,5°C.

The Company has established a near-term climate target, validated by the Science Based Targets initiative (SBTi), to reduce Scope 1, Scope 2, and Scope 3 in-use operational emissions from its owned and leased buildings, including downstream leased assets, by 73.1% by 2033 from a 2023 base year. The target reflects alignment with the SBTi sectoral decarbonization pathway for buildings consistent with a 1.5 °C scenario.





Marriott Hotel Yogyakarta

Perubahan iklim telah berkembang menjadi isu strategis yang tidak hanya berdampak pada aspek lingkungan, tetapi juga memiliki implikasi finansial yang semakin material terhadap kinerja dan keberlanjutan usaha. Bagi Perseroan, sebagai pengembang properti terintegrasi dengan karakteristik bisnis yang intensif energi dan berbasis aset, perubahan iklim berpotensi memengaruhi struktur biaya operasional, kebutuhan investasi, serta nilai ekonomi dari portofolio properti yang dikelola.

Sepanjang tahun 2025, Perseroan beroperasi dalam lingkungan usaha yang ditandai oleh peningkatan tekanan terhadap efisiensi energi, perkembangan kebijakan terkait emisi karbon, serta perubahan preferensi pasar terhadap properti yang lebih berkelanjutan. Dalam konteks tersebut, Perseroan memandang bahwa pengelolaan perubahan iklim tidak hanya merupakan bagian dari komitmen keberlanjutan, tetapi juga menjadi faktor penting dalam menjaga ketahanan bisnis, stabilitas kinerja, dan penciptaan nilai jangka panjang.

Dengan mempertimbangkan hal tersebut, Perseroan secara bertahap mengintegrasikan pengelolaan risiko dan peluang perubahan iklim ke dalam strategi bisnis dan operasional. Pendekatan ini mencakup penguatan efisiensi energi, pengelolaan emisi gas rumah kaca, serta pengembangan portofolio properti yang lebih berkelanjutan, dengan tujuan untuk mengoptimalkan kinerja operasional sekaligus mengelola eksposur terhadap risiko perubahan iklim di masa depan.

Climate change has evolved into a strategic issue that not only affects environmental aspects but also has increasingly material financial implications on business performance and sustainability. For the Company, as an integrated property developer with an energy-intensive and asset-based business model, climate change may impact operating cost structures, capital expenditure requirements, and the economic value of its property portfolio.

Throughout 2025, the Company operated in a business environment characterized by increasing pressure on energy efficiency, evolving carbon-related regulations, and shifting market preferences toward more sustainable properties. In this context, the Company views climate change management not merely as a sustainability commitment, but as a critical factor in maintaining business resilience, performance stability, and long-term value creation.

In response, the Company progressively integrates climate-related risks and opportunities into its business strategy and operations. This approach includes strengthening energy efficiency, managing greenhouse gas emissions, and developing a more sustainable property portfolio, with the objective of optimizing operational performance while managing exposure to climate-related risks in the future.

Komitmen Perseroan Terhadap Aksi Iklim [ESG E-06]

Company Commitment to Climate Action

Perseroan menempatkan pengelolaan perubahan iklim sebagai bagian dari arah strategis dalam menjaga keberlanjutan usaha dan kualitas kinerja jangka panjang. Komitmen ini diwujudkan melalui integrasi aspek perubahan iklim ke dalam pengambilan keputusan bisnis, khususnya dalam pengelolaan energi, efisiensi operasional, serta pengembangan portofolio properti yang lebih berkelanjutan.

Dalam konteks tersebut, Perseroan tidak hanya berfokus pada pemenuhan kepatuhan terhadap regulasi yang berlaku, tetapi juga pada penguatan ketahanan bisnis terhadap potensi dampak perubahan iklim, baik dari sisi peningkatan biaya operasional maupun perubahan preferensi pasar. Pendekatan ini dilakukan dengan mempertimbangkan keseimbangan antara pengendalian biaya, peningkatan efisiensi, serta optimalisasi nilai aset dalam jangka panjang.

Komitmen Perseroan juga tercermin melalui penetapan target penurunan emisi gas rumah kaca yang selaras dengan pendekatan ilmiah (*science-based target*), serta implementasi berbagai inisiatif efisiensi energi dan pengurangan emisi di seluruh operasional. Melalui pendekatan ini, Perseroan berupaya untuk mengelola eksposur terhadap risiko perubahan iklim sekaligus memanfaatkan peluang yang muncul dari transisi menuju ekonomi rendah karbon.

The Company positions climate change management as a strategic priority in maintaining business sustainability and long-term performance quality. This commitment is implemented through the integration of climate-related considerations into business decision-making, particularly in energy management, operational efficiency, and the development of a more sustainable property portfolio.

In this context, the Company goes beyond regulatory compliance by strengthening business resilience against potential climate-related impacts, including rising operational costs and shifting market preferences. This approach emphasizes a balanced focus on cost control, efficiency improvement, and long-term asset value optimization.

The Company's commitment is further reflected in the establishment of greenhouse gas emission reduction targets aligned with a science-based approach, as well as the implementation of energy efficiency and emission reduction initiatives across its operations. Through these efforts, the Company aims to manage its exposure to climate-related risks while capturing opportunities arising from the transition to a low-carbon economy.

Komitmen Utama Perseroan Dalam Aksi Iklim [ESG E-07]

Perseroan menetapkan sejumlah komitmen utama dalam implementasi strategi perubahan iklim yang menjadi landasan pengembangan roadmap dekarbonisasi perusahaan. Komitmen ini mencerminkan upaya Perseroan dalam mendukung transisi menuju ekonomi rendah karbon sekaligus memastikan keberlanjutan operasional dan penciptaan nilai jangka panjang bagi pemangku kepentingan. Komitmen tersebut meliputi:

- Mendukung Target Iklim Berbasis Sains**
Perseroan menetapkan target pengurangan emisi yang selaras dengan pendekatan ilmiah melalui *Science Based Targets initiative* (SBTi) sehingga upaya mitigasi yang dilakukan sejalan dengan jalur pembatasan kenaikan suhu global hingga 1,5°C sebagaimana ditetapkan dalam *Paris Agreement*.
- Mengurangi Emisi dari Operasional Bangunan**
Perseroan berkomitmen menurunkan emisi gas rumah kaca secara bertahap melalui peningkatan efisiensi energi, optimalisasi pengelolaan operasional bangunan, serta penerapan teknologi yang mendukung pengurangan intensitas emisi karbon.
- Mendorong Operasional Properti Rendah Karbon**
Perseroan secara bertahap mengembangkan sistem operasional bangunan yang lebih efisien dan rendah emisi melalui penerapan teknologi hemat energi, pengelolaan energi yang lebih optimal, serta penerapan praktik operasional berkelanjutan di seluruh portofolio properti Perseroan.
- Integrasi Iklim dalam Strategi Bisnis**
Perseroan memastikan bahwa isu perubahan iklim menjadi bagian integral dalam strategi bisnis jangka panjang, termasuk dalam proses perencanaan proyek, pengelolaan operasional properti, serta pengembangan *roadmap* dekarbonisasi perusahaan.

Key Commitments in Climate Action [ESG E-07]

The company has established a number of key commitments in implementing its climate change strategy, which will form the basis for developing the company's decarbonization roadmap. These commitments reflect the Company's efforts to support the transition toward a low-carbon economy while ensuring operational sustainability and long-term value creation for stakeholders. These commitments include:

- Supporting Science-Based Climate Targets**
The Company establishes emission reduction targets aligned with the Science Based Targets initiative (SBTi) to ensure that its mitigation efforts follow the pathway to limit global temperature increase to 1.5°C as outlined in the Paris Agreement.
- Reducing Emissions from Building Operations**
The Company is committed to gradually reducing greenhouse gas emissions through improved energy efficiency, optimized building operations, and the implementation of technologies that support lower carbon emission intensity.
- Driving Low-Carbon Property Operations**
The Company gradually develops more efficient and low-emission building operational systems through energy-efficient technologies, improved energy management, and sustainable operational practices across its property portfolio.
- Integrating Climate into Business Strategy**
The Company ensures that climate considerations are integrated into its long-term business strategy, including project planning, property operations management, and the development of its decarbonization roadmap.



Komitmen Perseroan terhadap aksi iklim diwujudkan melalui penetapan target pengurangan emisi gas rumah kaca yang selaras dengan pendekatan ilmiah melalui *Science Based Targets initiative* (SBTi). Target tersebut dirancang untuk memastikan bahwa upaya pengurangan emisi Perseroan sejalan dengan jalur pembatasan kenaikan suhu global hingga 1,5°C sebagaimana ditetapkan dalam *Paris Agreement*.

Untuk mendukung komitmen tersebut, Perseroan menargetkan:

- Penurunan intensitas emisi operasional bangunan sebesar 73,1% pada tahun 2033 dibandingkan baseline 2023
- Pengurangan emisi absolut lainnya Cakupan 1 dan Cakupan 2 sebesar 54,6% pada tahun 2033
- Pengurangan emisi Cakupan 3 dari aktivitas terkait bahan bakar dan energi sebesar 32,5% pada periode yang sama

The Company's climate commitment is reflected in the establishment of greenhouse gas emission reduction targets aligned with the Science Based Targets initiative (SBTi). These targets ensure that the Company's emission reduction efforts are consistent with the pathway to limit global temperature increase to 1.5°C in line with the Paris Agreement.

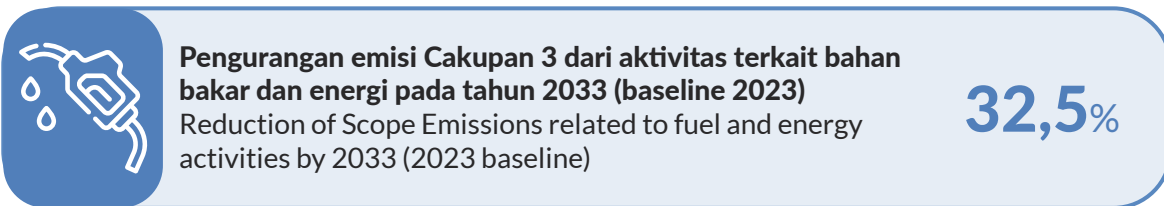
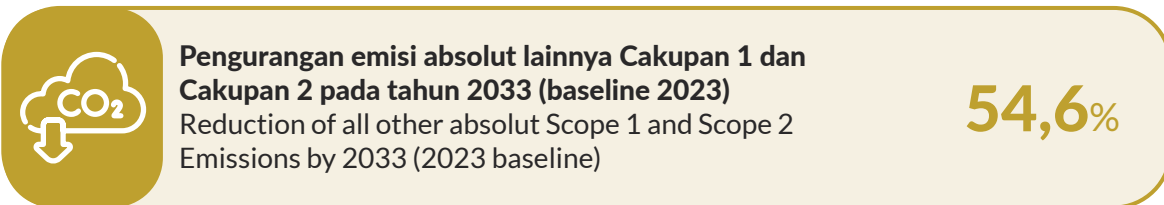
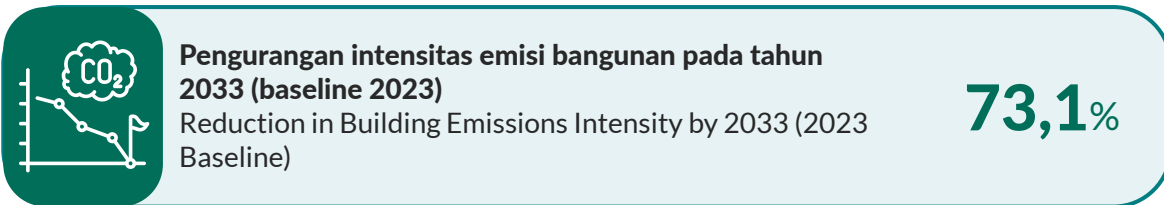
To support this commitment, the Company targets:

- A 73.1% reduction in operational emission intensity by 2033 compared with the 2023 baseline
- A 54.6% reduction in all other absolute Scope 1 and Scope 2 emissions by 2033
- A 32.5% reduction in Scope 3 emissions related to fuel and energy activities during the same period

Science Based Targets initiative (SBTi) The Company's Emissions Reduction Target

Penggunaan energi total: 2.066.803 Gigajoule

Total energy consumption: 2,066,803 Gigajoule



Melalui komitmen tersebut, Perseroan memastikan bahwa pengelolaan perubahan iklim tidak hanya menjadi bagian dari kebijakan keberlanjutan perusahaan, tetapi juga terintegrasi secara sistematis dalam strategi bisnis, pengelolaan operasional, serta pengembangan portofolio properti Perseroan di masa depan.

Through these commitments, the Company ensures that climate change management is not only part of its sustainability policy, but is also systematically integrated into its business strategy, operational management, and future property portfolio development.

Kebijakan dan Pendekatan Pengelolaan Perubahan Iklim

Climate Change Policy and Management Approach

Perseroan mengintegrasikan pengelolaan perubahan iklim ke dalam kebijakan keberlanjutan serta sistem pengelolaan operasional perusahaan guna mendukung transisi menuju ekonomi rendah karbon. Pendekatan ini dilakukan melalui penerapan kebijakan yang mendorong efisiensi penggunaan energi, pengelolaan emisi gas rumah kaca, serta pengembangan portofolio properti yang mempertimbangkan aspek keberlanjutan lingkungan dalam jangka panjang.

Sebagai perusahaan pengembang properti terintegrasi, Perseroan menyadari bahwa operasional bangunan memiliki kontribusi signifikan terhadap konsumsi energi dan emisi gas rumah kaca. Oleh karena itu, Perseroan secara bertahap mengintegrasikan aspek pengelolaan perubahan iklim ke dalam berbagai kebijakan operasional, termasuk dalam pengelolaan energi, pengembangan proyek baru, serta pengelolaan fasilitas bangunan yang dimiliki dan dikelola oleh Perseroan.

Dalam implementasinya, Perseroan menerapkan pendekatan pengelolaan perubahan iklim yang berfokus pada peningkatan efisiensi energi bangunan, optimalisasi penggunaan sumber daya, serta penerapan teknologi operasional yang lebih efisien. Upaya ini dilakukan melalui pengelolaan sistem pendingin udara yang lebih efisien, penggunaan teknologi pencahayaan hemat energi, serta optimalisasi sistem pengelolaan energi pada fasilitas properti yang dimiliki oleh Perseroan.

Selain itu, Perseroan juga secara bertahap mengintegrasikan pertimbangan perubahan iklim dalam proses perencanaan dan pengembangan proyek properti baru. Pendekatan ini dilakukan dengan mempertimbangkan desain bangunan yang lebih efisien dalam penggunaan energi, penerapan teknologi bangunan pintar (*smart building*), serta pengelolaan operasional bangunan yang mendukung pengurangan intensitas emisi karbon.

Sejalan dengan komitmen Perseroan terhadap *Science Based Targets initiative* (SBTi), kebijakan dan pendekatan pengelolaan perubahan iklim juga diarahkan untuk mendukung pencapaian target pengurangan emisi gas rumah kaca yang telah ditetapkan oleh Perseroan. Dalam hal ini, Perseroan secara bertahap mengembangkan berbagai inisiatif operasional yang mendukung pengurangan emisi dari kegiatan operasional bangunan, termasuk melalui peningkatan efisiensi energi dan pengelolaan operasional yang lebih rendah emisi.

Melalui penerapan kebijakan dan pendekatan tersebut, Perseroan berupaya memastikan bahwa pengelolaan perubahan iklim tidak hanya menjadi bagian dari komitmen perusahaan, tetapi juga terintegrasi secara sistematis dalam kegiatan operasional, pengembangan portofolio properti, serta strategi bisnis jangka panjang Perseroan.

The company integrates climate change management into its emission reduction policies and operational management systems to support the transition to a low-carbon economy. This approach is implemented through policies that promote energy efficiency, greenhouse gas emissions management, and the development of property portfolios that consider long-term environmental sustainability.

As an integrated property developer, the Company recognizes that building operations contribute significantly to energy consumption and greenhouse gas emissions. Therefore, the Company gradually integrates climate change considerations into its operational policies, including energy management, new project development, and the management of buildings and facilities owned and operated by the Company.

In practice, the Company implements a climate management approach focused on improving building energy efficiency, optimizing resource utilization, and adopting more efficient operational technologies. These initiatives include the use of more efficient air-conditioning systems, energy-efficient lighting technologies, and the optimization of energy management systems across the Company's property facilities.

In addition, the Company gradually integrates climate considerations into the planning and development of new property projects. This approach includes incorporating energy-efficient building designs, implementing smart building technologies, and adopting operational practices that support the reduction of carbon emission intensity.

In line with the Company's commitment to the Science Based Targets initiative (SBTi), its climate policy and management approach are also designed to support the achievement of the Company's greenhouse gas emission reduction targets. In this regard, the Company continues to develop operational initiatives that contribute to emission reduction from building operations, including energy efficiency improvements and lower-emission operational practices.

Through the implementation of these policies and approaches, the Company aims to ensure that climate change management is not only a corporate commitment but is also systematically integrated into operational activities, property portfolio development, and the Company's long-term business strategy.



Risiko dan Peluang Perubahan Iklim

Climate Change Risks and Opportunities



Perseroan mengidentifikasi bahwa perubahan iklim menimbulkan risiko dan peluang yang memiliki implikasi langsung terhadap kinerja operasional, struktur biaya, serta nilai aset dalam jangka panjang. Risiko tersebut mencakup risiko fisik dan risiko transisi, yang perlu dikelola secara terintegrasi dalam strategi bisnis Perseroan.

Dari sisi risiko fisik, peningkatan suhu berpotensi meningkatkan kebutuhan energi untuk pendinginan bangunan, yang dapat mendorong kenaikan biaya operasional. Berdasarkan analisis internal, peningkatan konsumsi energi sebesar 3–5% berpotensi meningkatkan biaya energi sekitar Rp13–22 miliar per tahun. Selain itu, risiko cuaca ekstrem dapat menimbulkan gangguan operasional serta kebutuhan belanja modal tambahan untuk perbaikan dan peningkatan ketahanan aset, dengan estimasi dampak finansial sebesar Rp4–36 miliar per kejadian, tergantung pada tingkat eksposur aset yang terdampak.

Dari sisi risiko transisi, Perseroan menghadapi potensi perubahan kebijakan dan regulasi terkait karbon yang dapat berdampak pada peningkatan biaya operasional. Dengan total emisi sebesar 634.798 ton CO₂e pada tahun 2025, Perseroan memiliki eksposur terhadap potensi biaya karbon sebesar Rp48–92 miliar per tahun, atau setara dengan sekitar 1,3–2,5% terhadap EBITDA. Hal ini menunjukkan bahwa perubahan kebijakan karbon dapat menjadi faktor yang memengaruhi struktur biaya Perseroan di masa depan.

Di sisi lain, Perseroan juga mengidentifikasi peluang dari perubahan iklim, khususnya melalui peningkatan efisiensi energi dan pengembangan properti berkelanjutan. Sepanjang tahun 2025, inisiatif efisiensi energi telah menghasilkan penghematan sebesar Rp9,0 miliar, yang secara langsung berkontribusi terhadap peningkatan margin operasional. Selain itu, pengurangan emisi sebesar 8.065 ton CO₂e memberikan potensi penghindaran biaya karbon sekitar Rp0,6–1,2 miliar per tahun.

Lebih lanjut, dengan total aset sebesar Rp36,47 triliun, pengembangan properti berkelanjutan diperkirakan berpotensi meningkatkan nilai aset sebesar 3–5% atau setara dengan Rp109 - 182 miliar. Hal ini menunjukkan bahwa peluang terkait perubahan iklim tidak hanya terbatas pada efisiensi biaya, tetapi juga mencakup peningkatan nilai ekonomi dari portofolio properti Perseroan.

The Company recognizes that climate change presents both risks and opportunities that have direct implications on operational performance, cost structure, and long-term asset value. These include physical and transition risks, which are managed in an integrated manner within the Company's business strategy.

From a physical risk perspective, rising temperatures may increase energy demand for building cooling, leading to higher operating costs. Based on internal analysis, a 3–5% increase in energy consumption may result in additional costs of approximately IDR13–22 billion per year. In addition, extreme weather events may cause operational disruptions and require additional capital expenditure for asset repairs and resilience improvements, with estimated financial impacts of IDR4–36 billion per event, depending on asset exposure.

From a transition risk perspective, the Company is exposed to potential changes in carbon-related policies and regulations that may increase operating costs. With total emissions of 634,798 tonnes CO₂e in 2025, the Company has potential carbon cost exposure of IDR48–92 billion per year, equivalent to approximately 1.3–2.5% of EBITDA. This indicates that future carbon policies may significantly affect the Company's cost structure.

On the opportunity side, the Company identifies value creation potential through energy efficiency and sustainable property development. In 2025, energy efficiency initiatives generated cost savings of IDR9.0 billion, directly contributing to improved operating margins. Additionally, emission reductions of 8,065 tons CO₂e resulted in avoided carbon costs of approximately IDR0.6–1.2 billion per year.

Furthermore, with total assets of IDR36.47 trillion, sustainable property development is estimated to provide potential asset value uplift of 3–5%, equivalent to IDR109 - 182 billion. This demonstrates that climate-related opportunities extend beyond cost efficiency to include enhanced economic value of the Company's property portfolio.

Secara keseluruhan, Perseroan memandang bahwa risiko dan peluang perubahan iklim perlu dikelola secara seimbang, di mana pengendalian risiko difokuskan pada stabilitas biaya dan operasional, sementara pemanfaatan peluang diarahkan pada peningkatan efisiensi serta penciptaan nilai jangka panjang.

Overall, the Company considers that climate risks and opportunities must be managed in a balanced manner, where risk mitigation focuses on cost and operational stability, while opportunities are leveraged to enhance efficiency and long-term value creation.

Matriks Risiko dan Peluang Iklim
Climate Risk and Opportunity Matrix

| Kategori Category | Risiko / Peluang Risk/Opportunity | Dampak terhadap Bisnis Business Impact | Tingkat Dampak Impact Level | Likelihood | Respons Strategis Strategic Response |
|---|--|---|--------------------------------|--------------------------------|---|
| Risiko Fisik Physical Risk | Peningkatan suhu Rising temperature | Kenaikan konsumsi energi dan biaya operasional Increased energy consumption and operating costs | Tinggi High | Tinggi High | Efisiensi energi & optimalisasi sistem pendingin Energy Efficiency & cooling optimization |
| Risiko Fisik Physical Risk | Cuaca ekstrem Extreme weather | Gangguan operasional dan kerusakan aset Operational disruption and asset damage | Sedang Medium | Sedang Medium | Penguatan ketahanan aset dan manajemen Risiko Asset resilience & risk management |
| Risiko Transisi Transition Risk | Regulasi karbon Carbon Regulation | Peningkatan biaya operasional akibat kebijakan karbon Increased operating costs due to carbon policies | Tinggi High | Sedang Medium | Strategi dekarbonisasi dan efisiensi energi Decarbonization strategy and energy efficiency |
| Peluang Opportunity | Efisiensi energi Energy efficiency | Penurunan biaya operasional dan peningkatan margin Reduced operating costs and improved margins | Tinggi High | Tinggi High | Implementasi smart building dan manajemen energi Smart building and energy management |
| Peluang Opportunity | Properti hijau Green property | Peningkatan daya tarik dan nilai aset properti Increased attractiveness and asset value | Tinggi High | Sedang-Tinggi Medium - High | Pengembangan green building dan sertifikasi Green building development and certification |



Analisis Skenario Iklim

Climate Scenario Analysis



Perseroan melakukan analisis skenario iklim untuk memperkuat ketahanan strategi bisnis terhadap perubahan iklim serta memahami potensi dampaknya terhadap kegiatan usaha dalam jangka menengah dan panjang. Analisis ini bertujuan untuk mengevaluasi bagaimana berbagai perkembangan kebijakan iklim, transisi energi, serta perubahan kondisi lingkungan global dapat memengaruhi operasional, portofolio properti, dan strategi pengembangan bisnis Perseroan.

Dalam melakukan analisis tersebut, Perseroan mengacu pada skenario yang dikembangkan oleh *Network for Greening the Financial System* (NGFS) untuk memahami potensi dampak terhadap kinerja bisnis dalam berbagai kondisi transisi ekonomi global menuju ekonomi rendah karbon. Analisis ini digunakan sebagai dasar dalam mengidentifikasi risiko dan peluang strategis serta dalam mendukung pengambilan keputusan jangka panjang.

Perseroan mempertimbangkan beberapa skenario utama dalam analisis tersebut. Skenario *Net Zero 2050* menggambarkan kondisi di mana kebijakan iklim global diterapkan secara konsisten dan terkoordinasi untuk mencapai *net zero emissions* pada pertengahan abad ini. Dalam skenario ini, transisi menuju energi rendah karbon berlangsung secara terencana, namun juga mendorong peningkatan standar efisiensi energi serta penerapan teknologi rendah karbon di berbagai sektor industri, termasuk sektor properti.

Selain itu, Perseroan juga mempertimbangkan skenario *Delayed Transition*, yaitu kondisi ketika implementasi kebijakan mitigasi perubahan iklim berlangsung lebih lambat sehingga memerlukan langkah penyesuaian yang lebih cepat dan signifikan di masa mendatang. Skenario ini berpotensi meningkatkan tekanan terhadap sektor bisnis melalui perubahan regulasi yang lebih ketat serta peningkatan biaya transisi menuju operasional rendah karbon.

Sementara itu, skenario *Hot House World* menggambarkan kondisi ketika upaya mitigasi perubahan iklim secara global tidak berjalan secara optimal sehingga menyebabkan peningkatan suhu global yang lebih tinggi. Dalam skenario ini, risiko fisik akibat perubahan iklim seperti peningkatan suhu, perubahan pola cuaca, serta kejadian cuaca ekstrem berpotensi meningkat dan dapat memengaruhi operasional aset properti serta kebutuhan energi pada bangunan.

The Company conducts climate scenario analysis to strengthen the resilience of their business strategies to climate change and to understand its potential impact on business activities in the medium and long term. This analysis aims to evaluate how developments in climate policies, energy transition, and changes in global environmental conditions may affect the Company's operations, property portfolio, and future business development strategies.

In conducting this analysis, the Company refers to scenarios developed by the Network for Greening the Financial System (NGFS) to assess potential impacts on business performance under different global transition pathways toward a low-carbon economy. This analysis supports the identification of strategic risks and opportunities and informs long-term decision-making.

The Company considers several key scenarios in its analysis. The Net Zero 2050 scenario describes a condition where global climate policies are implemented consistently and in a coordinated manner to achieve net zero emissions by mid-century. Under this scenario, the transition toward low-carbon energy takes place in an orderly manner while also driving higher energy efficiency standards and the adoption of low-carbon technologies across various industries, including the property sector.

In addition, the Company also considers the Delayed Transition scenario, which reflects a situation where climate mitigation policies are implemented more slowly, requiring more rapid and significant adjustments in the future. This scenario may increase pressure on the business sector through stricter regulatory changes and higher transition costs toward low-carbon operations.

Meanwhile, the Hot House World scenario describes a situation where global climate mitigation efforts are insufficient, resulting in significantly higher global temperature increases. Under this scenario, physical risks associated with climate change, such as rising temperatures, shifting weather patterns, and more frequent extreme weather events, may intensify and potentially affect property asset operations as well as building energy demand.

Melalui analisis skenario tersebut, Perseroan dapat mengevaluasi potensi dampak terhadap berbagai aspek kegiatan usaha, termasuk kebutuhan investasi pada teknologi efisiensi energi, peningkatan standar pengelolaan operasional bangunan, serta ketahanan portofolio properti dalam menghadapi perubahan kondisi iklim di masa depan. Hasil analisis ini menjadi salah satu dasar bagi Perseroan dalam merumuskan strategi dekarbonisasi serta menyusun roadmap pengurangan emisi gas rumah kaca secara bertahap.

Dengan pendekatan ini, Perseroan berupaya memastikan bahwa strategi bisnis yang dikembangkan tetap adaptif terhadap berbagai kemungkinan perkembangan kebijakan iklim global serta dinamika transisi menuju ekonomi rendah karbon.

Through this scenario analysis, the Company evaluates potential impacts across various aspects of its business activities, including the need for investments in energy efficiency technologies, improvements in building operational management standards, and the resilience of its property portfolio against future climate conditions. The results of this analysis serve as one of the foundations for the Company in formulating its decarbonization strategy and developing a gradual greenhouse gas emission reduction roadmap.

Through this approach, the Company aims to ensure that its business strategy remains adaptive to potential developments in global climate policies and the evolving dynamics of the transition toward a low-carbon economy.

Skenario Iklim Perseroan
Company Climate Scenario

| Skenario Scenario | Karakteristik Characteristics | Dampak terhadap Bisnis Business Impact | Implikasi Finansial Financial Impact |
|---------------------------|--|---|--|
| Net Zero 2050 | Transisi cepat, regulasi ketat, harga karbon tinggi namun stabil Rapid transition, strict regulation, stable carbon pricing | Peningkatan kebutuhan investasi untuk efisiensi energi dan dekarbonisasi Increased investment in energy efficiency and decarbonization | Kenaikan belanja modal jangka pendek, diimbangi dengan penurunan biaya energi dan pengendalian eksposur karbon dalam jangka Panjang Higher short-term capex, offset by long-term energy savings and reduced carbon exposure |
| Delayed Transition | Transisi tertunda, kebijakan mendadak dan lebih agresif Late transition, abrupt policy tightening | Lonjakan biaya karbon dan tekanan terhadap biaya operasional Increased cost pressure from carbon policies | Potensi biaya karbon Rp48-92 miliar per tahun ($\pm 1,3-2,5\%$ EBITDA) Carbon cost exposure of IDR48-92 billion/year ($\pm 1,3 - 2,5\%$ of EBITDA) |
| Hot House World | Transisi gagal, suhu meningkat signifikan Failed transition, significant temperature increase | Peningkatan konsumsi energi dan risiko gangguan operasional aset Increased energy demand and asset disruption risks | Kenaikan biaya energi Rp13-22 miliar per tahun serta potensi kerugian akibat gangguan operasional Rp4-36 miliar per kejadian Higher energy costs of IDR13-22 billion/year and potential losses of IDR4-36 billion per event |

Hasil analisis menunjukkan bahwa risiko perubahan iklim memiliki implikasi finansial yang berbeda pada setiap skenario. Pada skenario *Delayed Transition*, risiko utama berasal dari tekanan biaya akibat kebijakan karbon, sedangkan pada skenario *Hot House World*, risiko lebih didominasi oleh peningkatan biaya operasional dan potensi gangguan terhadap aset.

Di sisi lain, pada skenario *Net Zero 2050*, meskipun terdapat peningkatan kebutuhan investasi di awal, Perseroan memiliki peluang untuk mengoptimalkan efisiensi energi, mengurangi eksposur terhadap biaya karbon, serta meningkatkan nilai aset melalui pengembangan properti berkelanjutan.

Berdasarkan analisis tersebut, Perseroan memandang bahwa strategi yang berfokus pada efisiensi energi, pengurangan emisi, serta pengembangan properti berkelanjutan merupakan langkah yang relevan dan adaptif di seluruh skenario. Pendekatan ini memungkinkan Perseroan untuk mengelola risiko biaya sekaligus memanfaatkan peluang penciptaan nilai dalam jangka panjang.

The analysis indicates that climate risks present different financial implications across scenarios. In the *Delayed Transition* scenario, the primary risk arises from carbon cost pressures, while in the *Hot House World* scenario, risks are driven by increased operating costs and asset disruptions.

Conversely, under the *Net Zero 2050* scenario, although requiring higher upfront investment, the Company has opportunities to enhance energy efficiency, reduce carbon exposure, and increase asset value through sustainable property development.

Based on this analysis, the Company believes that strategies focused on energy efficiency, emission reduction, and sustainable property development remain relevant and resilient across all scenarios. This approach enables the Company to manage cost-related risks while capturing long-term value creation opportunities.



Strategi Dekarbonisasi Perseroan [ESG E-07]

Company Decarbonization Strategy

Strategi dekarbonisasi Perseroan dikembangkan untuk mendukung komitmen pengurangan emisi gas rumah kaca melalui pengelolaan operasional properti serta pengembangan portofolio proyek di masa depan. Strategi ini dirancang untuk mendukung pencapaian target pengurangan emisi yang telah ditetapkan melalui pendekatan *Science Based Targets initiative* (SBTi) sekaligus memperkuat ketahanan operasional Perseroan dalam menghadapi transisi menuju ekonomi rendah karbon.

Dalam sektor properti, konsumsi energi bangunan menjadi salah satu sumber utama emisi gas rumah kaca. Oleh karena itu, Perseroan menempatkan peningkatan efisiensi energi bangunan sebagai fokus utama dalam strategi dekarbonisasi. Upaya ini dilakukan melalui optimalisasi pengelolaan sistem pendingin udara (HVAC), penggunaan teknologi pencahayaan hemat energi, serta penerapan sistem pengelolaan energi yang lebih terintegrasi pada fasilitas bangunan yang dimiliki dan dikelola oleh Perseroan.

Selain peningkatan efisiensi energi, Perseroan juga secara bertahap mengembangkan pendekatan operasional yang mendukung transisi menuju sistem operasional bangunan yang lebih rendah emisi. Upaya ini mencakup pemanfaatan teknologi bangunan pintar (*smart building system*), optimalisasi sistem pemantauan penggunaan energi, serta penerapan praktik operasional yang mendorong efisiensi penggunaan sumber daya di seluruh portofolio properti Perseroan.

Perseroan juga memperhatikan pengelolaan emisi yang berasal dari aktivitas dalam rantai nilai operasional, termasuk aktivitas yang berkaitan dengan pengelolaan aset properti yang disewakan. Melalui pendekatan ini, Perseroan berupaya mendorong penerapan praktik pengelolaan energi yang lebih efisien serta meningkatkan kesadaran pemangku kepentingan dalam mendukung pengurangan emisi secara bertahap.

Sejalan dengan arah transisi energi global, Perseroan berkomitmen untuk mendukung pengurangan ketergantungan terhadap penggunaan energi berbasis bahan bakar fosil dalam operasional bangunan. Komitmen ini diwujudkan melalui penguatan inisiatif efisiensi energi serta percepatan pemanfaatan energi terbarukan, antara lain melalui pemasangan panel surya (*solar panel*) pada portofolio properti Perseroan.

The Company's decarbonization strategy was developed to support its commitment to reducing greenhouse gas emissions through property operational management and future project portfolio development. This strategy is designed to support the achievement of emission reduction targets established through the Science Based Targets initiative (SBTi) while strengthening the Company's operational resilience in the transition toward a low-carbon economy.

In the property sector, building energy consumption represents one of the main sources of greenhouse gas emissions. Therefore, improving building energy efficiency is a key focus of the Company's decarbonization strategy. This is implemented through optimizing heating, ventilation, and air conditioning (HVAC) systems, utilizing energy-efficient lighting technologies, and implementing more integrated energy management systems across buildings owned and managed by the Company.

In addition to improving energy efficiency, the Company is gradually developing operational approaches that support the transition toward lower-emission building operations. These initiatives include the implementation of smart building systems, optimization of energy monitoring systems, and the adoption of operational practices that promote resource efficiency across the Company's property portfolio.

The Company also considers emissions arising from activities across its operational value chain, including activities related to the management of leased property assets. Through this approach, the Company encourages the adoption of more efficient energy management practices while increasing stakeholder awareness to support gradual emission reduction efforts.

In line with the global energy transition, the Company is committed to reducing its reliance on fossil fuel-based energy in building operations. This commitment is reflected through strengthened energy efficiency initiatives and the accelerated adoption of renewable energy, including the installation of solar panels across the Company's property portfolio.

Langkah ini diharapkan dapat meningkatkan porsi penggunaan energi rendah karbon dalam operasional bangunan, sekaligus mendukung upaya pengurangan emisi dan penciptaan nilai jangka panjang yang berkelanjutan.

These efforts are expected to increase the share of low-carbon energy in building operations, while supporting emissions reduction and the creation of sustainable long-term value.

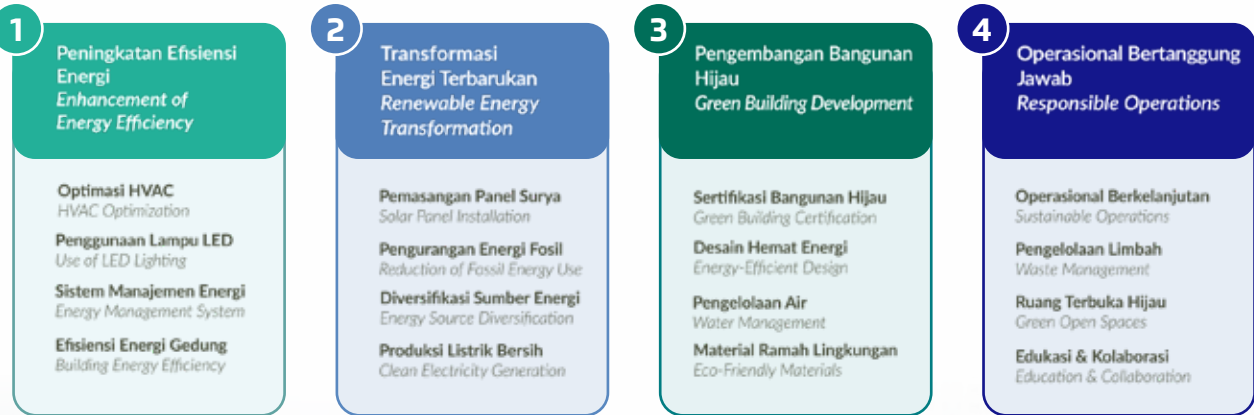
Melalui penerapan strategi dekarbonisasi tersebut, Perseroan berupaya memastikan bahwa pengurangan emisi gas rumah kaca dapat dilakukan secara bertahap, terukur, dan selaras dengan perkembangan teknologi serta praktik terbaik di sektor properti. Strategi ini juga menjadi dasar bagi Perseroan dalam menyusun roadmap pengurangan emisi jangka menengah dan panjang menuju pencapaian target dekarbonisasi yang telah ditetapkan.

Through the implementation of this decarbonization strategy, the Company aims to ensure that greenhouse gas emission reductions are carried out gradually, measurably, and in alignment with technological developments and best practices in the property sector. This strategy also serves as the foundation for the Company in developing a medium- and long-term emission reduction roadmap toward achieving its decarbonization targets.

Pakuwon Jati

Strategi Dekarbonisasi | Decarbonization Strategy

Mendorong Operasional Properti yang Lebih Rendah Emisi
Promoting lower-emission property operations.



MENDUKUNG TARGET PENGURANGAN EMISI -73,1% PADA TAHUN 2033
SUPPORTING THE -73.1% EMISSIONS REDUCTION TARGET BY 2033





Target dan Roadmap Iklim Menuju Net Zero [ESG E-06]

Climate Targets And Net Zero Roadmap

Sebagai bagian dari komitmen Perseroan dalam mendukung transisi menuju ekonomi rendah karbon, Perseroan telah menetapkan target pengurangan emisi gas rumah kaca yang selaras dengan pendekatan ilmiah melalui *Science Based Targets initiative* (SBTi). Pendekatan ini memastikan bahwa arah penurunan emisi Perseroan sejalan dengan upaya global untuk membatasi kenaikan suhu bumi sesuai dengan tujuan *Paris Agreement*, sekaligus mempertimbangkan implikasinya terhadap keberlanjutan kinerja operasional dan finansial Perseroan.

Perseroan menargetkan penurunan intensitas emisi operasional bangunan sebesar 73,1% pada tahun 2033 dibandingkan dengan tahun dasar 2023, yang mencakup emisi Cakupan 1, Cakupan 2, dan Cakupan 3 dari penggunaan bangunan yang dimiliki maupun disewa. Target ini mencerminkan upaya Perseroan dalam menurunkan intensitas emisi secara bertahap melalui peningkatan efisiensi energi, pengelolaan konsumsi energi, serta pemanfaatan energi rendah karbon di seluruh portofolio properti.

Dalam mendukung pencapaian target tersebut, Perseroan secara konsisten memantau sejumlah indikator kinerja utama, termasuk konsumsi energi, intensitas energi, emisi gas rumah kaca, serta intensitas emisi. Pada tahun 2025, Perseroan mencatat konsumsi energi sebesar 2,07 juta GJ dengan intensitas energi sebesar 0,49 GJ/m², serta total emisi sebesar 634.798 ton CO₂e dengan intensitas emisi sebesar 0,1509 ton CO₂e/m². Selain itu, inisiatif efisiensi energi yang dijalankan telah menghasilkan penghematan sebesar 7,71 juta kWh atau setara dengan efisiensi biaya sebesar Rp9,0 miliar, serta penurunan emisi sebesar 8.065 ton CO₂e.

Capaian tersebut menunjukkan bahwa pengelolaan energi dan emisi tidak hanya berkontribusi terhadap pencapaian target penurunan emisi, tetapi juga memberikan dampak finansial yang nyata melalui peningkatan efisiensi biaya operasional. Dalam konteks ini, target pengurangan emisi juga diharapkan dapat mengurangi eksposur Perseroan terhadap potensi biaya karbon di masa depan yang diperkirakan berada pada kisaran Rp48–92 miliar per tahun.

Untuk mencapai target tersebut, Perseroan menerapkan roadmap dekarbonisasi secara bertahap yang mencakup peningkatan efisiensi energi, pengembangan dan pemanfaatan energi terbarukan, penerapan konsep bangunan hijau, serta optimalisasi pengelolaan operasional gedung. Pendekatan ini memungkinkan Perseroan untuk secara simultan mengelola risiko perubahan iklim, meningkatkan efisiensi operasional, serta menciptakan nilai jangka panjang melalui peningkatan kualitas dan daya saing portofolio properti.

As part of its commitment to supporting the transition to a low-carbon economy, the Company has established greenhouse gas emission reduction targets aligned with the Science Based Targets initiative (SBTi). This approach ensures that the Company's decarbonization pathway is consistent with global efforts to limit temperature rise in line with the Paris Agreement, while also considering its implications for operational and financial performance.

The Company targets a 73.1% reduction in building operational emission intensity by 2033 compared to the 2023 baseline, covering Scope 1, Scope 2, and Scope 3 emissions from owned and leased properties. This target reflects the Company's commitment to progressively reducing emission intensity through improved energy efficiency, optimized energy consumption, and increased use of low-carbon energy across its property portfolio.

To support the achievement of these targets, the Company consistently monitors key performance indicators, including energy consumption, energy intensity, greenhouse gas emissions, and emission intensity. In 2025, the Company recorded total energy consumption of 2.07 million GJ with an energy intensity of 0.49 GJ/m², as well as total emissions of 634,798 tons of CO₂e with an emission intensity of 0.1509 tCO₂e/m². Energy efficiency initiatives resulted in savings of 7.71 million kWh, equivalent to cost savings of IDR9.0 billion, and emission reductions of 8,065 tons CO₂e.

These achievements demonstrate that energy and emission management not only contribute to emission reduction targets but also generate tangible financial benefits through improved operational efficiency. In this context, emission reduction targets are also expected to reduce the Company's exposure to potential carbon costs, estimated at IDR48–92 billion per year.

To achieve these targets, the Company implements a phased decarbonization roadmap, including energy efficiency improvements, renewable energy adoption, green building implementation, and optimization of building operations. This approach enables the Company to simultaneously manage climate-related risks, enhance operational efficiency, and create long-term value through improved asset quality and competitiveness.

**Peta Jalan Emisi Net Zero
Roadmap Net Zero Emission**

2023 - 2025

Penguatan Fondasi Dekarbonisasi

Pada tahap awal ini, Perseroan berfokus pada penguatan sistem pengukuran dan pengelolaan emisi karbon dari operasional gedung. Upaya yang dilakukan antara lain mencakup pengembangan inventarisasi emisi gas rumah kaca, pemantauan konsumsi energi secara lebih sistematis, serta identifikasi peluang efisiensi energi pada berbagai properti yang dikelola Perseroan.

Selain itu, Perseroan juga mulai memperluas penerapan teknologi efisiensi energi, seperti penggunaan lampu LED, optimalisasi sistem pendingin udara, serta pengembangan inisiatif energi terbarukan melalui pemasangan panel surya pada beberapa properti.

Strengthening the Decarbonization Foundation

At this initial stage, the Company focuses on strengthening its measurement and management systems for carbon emissions from building operations. Key initiatives include the development of greenhouse gas (GHG) emissions inventories, more systematic energy consumption monitoring, and the identification of energy efficiency opportunities across the Company's property portfolio.

In addition, the Company has begun to expand the implementation of energy efficiency technologies, including the use of LED lighting, optimization of air conditioning systems, and the development of renewable energy initiatives through the installation of solar panels in selected properties.

2025 - 2030

Akselerasi Efisiensi Energi dan Energi Terbarukan

Pada tahap ini, Perseroan akan mempercepat implementasi berbagai inisiatif dekarbonisasi melalui peningkatan efisiensi energi pada fasilitas gedung serta pengembangan energi terbarukan secara lebih luas.

Beberapa inisiatif yang menjadi fokus pada tahap ini meliputi:

- peningkatan efisiensi sistem pendingin udara dan pencahayaan pada gedung
- optimalisasi sistem manajemen energi pada operasional properti
- perluasan pemasangan panel surya pada portofolio properti Perseroan
- peningkatan sertifikasi dan standar bangunan hijau pada proyek baru maupun bangunan yang telah beroperasi

Melalui langkah-langkah tersebut, Perseroan menargetkan penurunan intensitas emisi secara signifikan seiring dengan meningkatnya efisiensi operasional gedung.

Acceleration of Energy Efficiency and Renewable Energy

At this stage, the Company accelerates the implementation of decarbonization initiatives by enhancing energy efficiency across building facilities and expanding the adoption of renewable energy solutions.

Key initiatives prioritized at this stage include:

- improving the efficiency of air conditioning and lighting systems across buildings
- optimizing energy management systems in property operations
- expanding the installation of solar panels across the Company's property portfolio
- enhancing green building certifications and standards for both new developments and existing properties

Through these initiatives, the Company targets a significant reduction in emissions intensity, in line with improved operational efficiency and strengthened sustainable energy management practices.

2030 - 2033

Optimalisasi Operasional Rendah Karbon

Tahap ini merupakan fase optimalisasi untuk memastikan bahwa seluruh inisiatif dekarbonisasi yang telah diimplementasikan mampu mendukung pencapaian target pengurangan emisi Perseroan sesuai dengan jalur yang telah ditetapkan.

Pada tahap ini, Perseroan akan terus memperkuat pengelolaan operasional gedung yang rendah karbon, termasuk peningkatan penggunaan energi terbarukan, optimalisasi sistem manajemen energi, serta integrasi prinsip keberlanjutan dalam pengembangan proyek-proyek properti baru.

Dengan implementasi *roadmap* tersebut, Perseroan berharap dapat mencapai target pengurangan emisi yang telah ditetapkan sekaligus memperkuat ketahanan bisnis Perseroan terhadap risiko perubahan iklim di masa mendatang.

Low-Carbon Operations Optimization

This phase represents the optimization stage to ensure that all implemented decarbonization initiatives effectively support the achievement of the Company's emissions reduction targets in line with the established pathway.

At this stage, the Company continues to strengthen low-carbon building operations, including increasing the use of renewable energy, optimizing energy management systems, and integrating sustainability principles into the development of new property projects.

Through the implementation of this roadmap, the Company aims to achieve sustained emissions reductions while strengthening its business resilience against future climate-related risks.

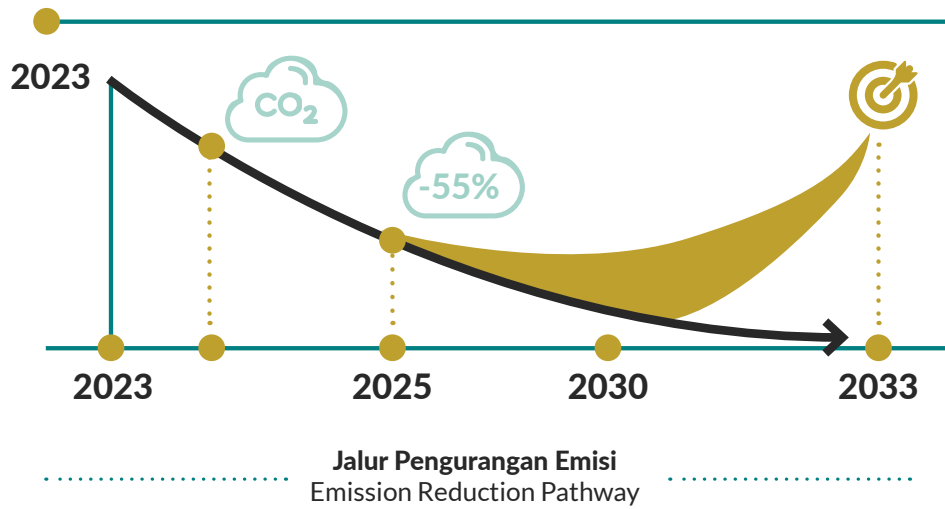


Pakuwon Climate Strategy

Strategi Iklim Pakuwon

Target Berbasis Sains (SBTi)
Science Based Targets (SBTi)

-73,1% Pengurangan Intensitas Emisi Gedung Pada Tahun 2033 (Baseline 2023)
Reduction in Building Emissions Intensity by 2033 (2023 Baseline)



Efisiensi Energi
Efisiensi energi pada operasional properti
Energy Efficiency
Energy efficiency in property operations



Energi Terbarukan
Pemanfaatan energi surya
Renewable Energy
Utilization of solar energy



Bangunan Hijau
Bangunan bertaraf green building
Green Buildings
Green building-standard developments



Operasional Rendah Karbon
Pengelolaan properti rendah emisi
Low-Carbon Operations
Low-Emission Property Management

Investasi Pada Proyek Berwawasan Lingkungan [SEOJK F.3]

Investment In Environmentally-Oriented Projects

Dalam implementasi roadmap dekarbonisasi, Perseroan juga mengalokasikan investasi pada berbagai proyek yang mendukung pengelolaan lingkungan dan pengurangan emisi karbon. Investasi tersebut mencakup pengembangan teknologi efisiensi energi, pemanfaatan energi terbarukan, serta penerapan konsep bangunan hijau pada pengembangan maupun pengelolaan properti Perseroan.

Melalui investasi pada proyek berwawasan lingkungan tersebut, Perseroan berupaya tidak hanya menurunkan intensitas emisi dari operasional gedung, tetapi juga meningkatkan efisiensi penggunaan sumber daya, memperkuat ketahanan operasional terhadap risiko perubahan iklim, serta menciptakan nilai tambah jangka panjang bagi pemangku kepentingan.

Berikut target dan realisasi investasi pada proyek berwawasan lingkungan di tahun 2025:

In implementing the decarbonization roadmap, the Company also allocates investments to various projects that support environmental management and carbon emission reduction. These investments include the development of energy efficiency technologies, the utilization of renewable energy, and the application of green building concepts in both the development and management of the Company's property portfolio.

Through investments in environmentally oriented projects, the Company aims not only to reduce emission intensity from building operations but also to improve resource efficiency, strengthen operational resilience against climate-related risks, and create long-term value for stakeholders.

The following table presents the target and realization of investments in environmentally oriented projects in 2025:

Perbandingan Target dan Realisasi Investasi pada Proyek Berwawasan Lingkungan
Comparison of Target and Realization of Investment in Environmentally-Oriented Projects

| Jenis Proyek Berwawasan Lingkungan | Target Investasi 2025 (Rp-Juta) 2025 Investment Target (IDR-Milion) | Realisasi 2025 (Rp-Juta) 2025 Realization (IDR-Milion) |
|---|--|---|
| Efisiensi Chiller Chiller Efficiency | 10.482 | 5.343 |
| Pemasangan VSD Installment of VSD | 977 | 330 |
| Pemasangan Inverter Inverter Installment | 220 | 416 |
| Penggantian Lampu LED Replacement of LED Lamps | 3.590 | 1.390 |
| Solar Panel | 671 | - |
| Jumlah Total | 15.940 | 7.479 |



 PT. Pakuwon Jati Tbk.

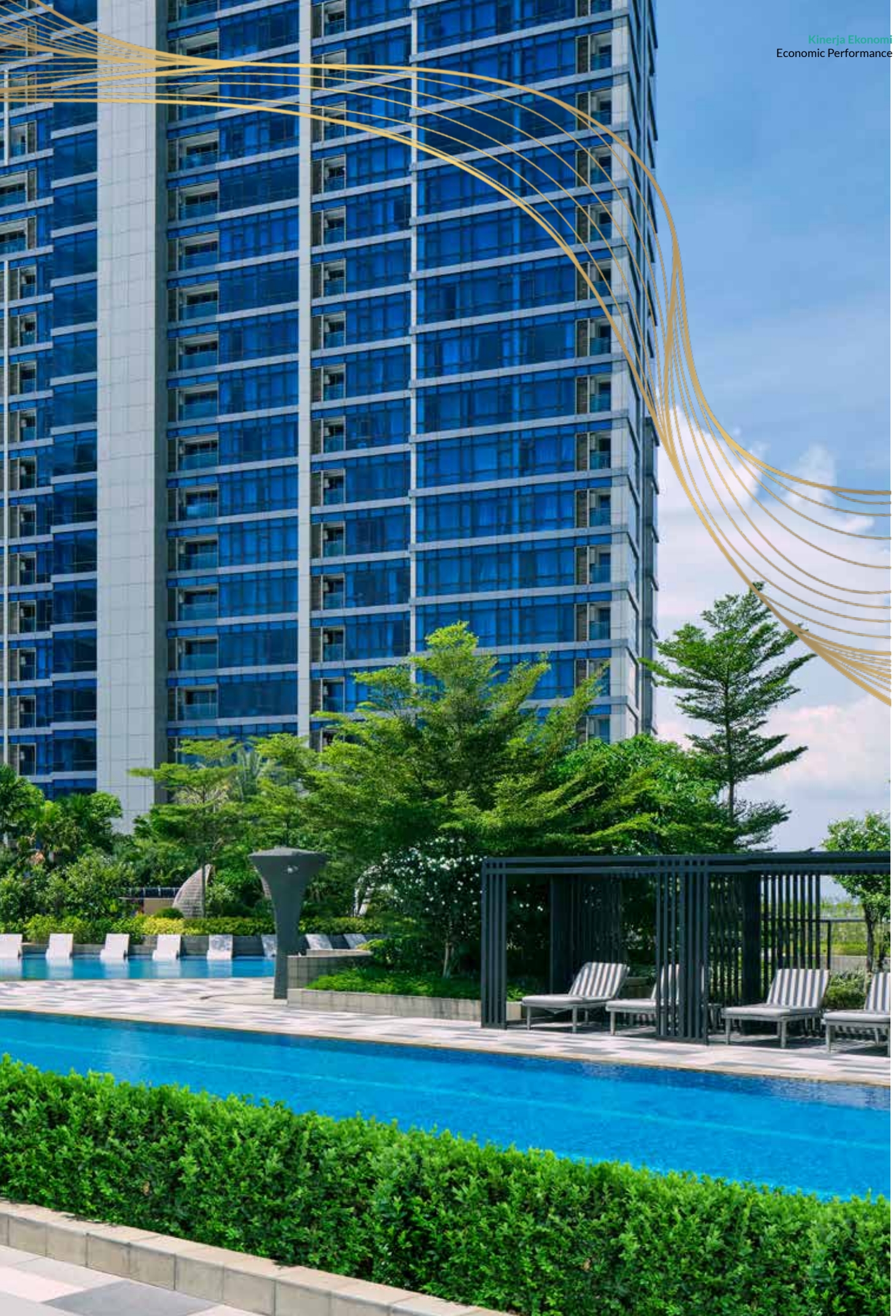
Kinerja Ekonomi

Economic Performance

● ● ●

Perseroan mencatatkan pertumbuhan pendapatan sebesar 7% secara tahunan, yang mencerminkan ketahanan model bisnis serta keberhasilan strategi dalam mendorong pertumbuhan yang berkelanjutan.

The Company recorded a 7% year-on-year revenue growth, reflecting the resilience of its business model and the effectiveness of its strategy in driving sustainable growth.





Kinerja Ekonomi

Economic Performance



| Pendekatan Manajemen [GRI 3-3] Management Approach | |
|---|---|
| Indikator Pengungkapan Key Disclosures | <ul style="list-style-type: none"> • Nilai ekonomi dihasilkan dan didistribusikan [GRI 201-1] • Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim [GRI 201-2] • Kewajiban pensiun manfaat pasti dan program pensiun lain [GRI 201-3] • Bantuan Finansial dari Pemerintah [GRI 201-4] • Direct economic value generated and distributed • Financial Implications and other risks and opportunities due to climate change • Defined benefit plan obligations and other retirement plants • Financial assistance received from government |
| Mengapa Penting Importance | <p>Kinerja ekonomi merupakan indikator utama dalam menilai kinerja Perseroan secara menyeluruh serta menjadi dasar bagi pemangku kepentingan dalam memahami kontribusi ekonomi yang dihasilkan Perseroan. Kinerja ini mencerminkan kemampuan Perseroan dalam menciptakan nilai tambah, mendistribusikan manfaat ekonomi kepada para pemangku kepentingan, serta menjaga keberlanjutan usaha dalam jangka panjang.</p> <p>Economic performance is a key indicator in assessing the Company's overall performance and serves as a basis for stakeholders to understand the economic value generated by the Company. It reflects the Company's ability to create added value, distribute economic benefits to stakeholders, and maintain long-term business sustainability.</p> |
| Cakupan Scope | <p>Cakupan pelaporan meliputi Kantor Pusat, seluruh unit operasional, serta entitas anak dan entitas asosiasi sebagaimana diungkapkan dalam Laporan Keuangan Konsolidasian Perseroan.</p> <p>The scope of reporting includes the Head Office, all operational units, as well as subsidiaries and associated entities as disclosed in the Company's Consolidated Financial Statements.</p> |
| Inisiatif Initiatives | <p>Untuk meningkatkan kinerja ekonomi, pada tahun 2025 Perseroan melakukan penguatan strategi pertumbuhan melalui ekspansi usaha serta investasi pada proyek berwawasan lingkungan. Inisiatif ini diarahkan untuk meningkatkan efisiensi operasional, memperkuat ketahanan finansial, serta mendukung keberlanjutan usaha dalam jangka panjang.</p> <p>To enhance its economic performance, in 2025 the Company strengthened its growth strategy through business expansion and investment in environmentally oriented projects. These initiatives are aimed at improving operational efficiency, strengthening financial resilience, and supporting long-term business sustainability.</p> |
| Penanggung Jawab Person in Charge | <p>Kinerja ekonomi berada di bawah tanggung jawab Direksi yang didukung oleh Departemen Finance & Accounting dalam penyusunan dan pelaporan kinerja keuangan. Selain itu, Departemen Internal Audit berperan dalam memastikan efektivitas pengelolaan risiko melalui pelaksanaan audit secara berkala minimum 3 (tiga) tahun sekali terhadap seluruh proses bisnis yang dijalankan dari hulu ke hilir, memastikan sistem pengendalian internal, serta tata kelola perusahaan berjalan dengan baik.</p> <p>Economic performance is the responsibility of the Board of Directors, supported by the Finance & Accounting Department in preparing and reporting financial performance. In addition, the Internal Audit Department ensures the effectiveness of risk management through the implementation of periodic audits, conducted at least once every three (3) years across all end-to-end business processes, ensuring the effectiveness of the internal control systems, and overall corporate governance.</p> |
| Pemangku Kepentingan Terdampak Impacted Stakeholders | <p>Internal: Pemegang Saham, Manajemen, Karyawan Eksternal: Pemasok, Pelanggan, Masyarakat Internal: Shareholders, Management, Employees External: Suppliers, Customers, Communities</p> |

KINERJA EKONOMI

Pada tahun 2025, Perseroan mencatatkan kinerja yang positif dengan pendapatan usaha sebesar Rp7,11 triliun, meningkat 7% dibandingkan tahun 2024 sebesar Rp6,67 triliun. Pertumbuhan ini mencerminkan efektivitas strategi Perseroan dalam menjaga momentum usaha serta mengoptimalkan kinerja operasional di tengah dinamika industri.

Dari sisi profitabilitas, Perseroan membukukan EBITDA sebesar Rp3,71 triliun, meningkat 3% dibandingkan tahun sebelumnya sebesar Rp3,58 triliun. Pencapaian ini menunjukkan ketahanan operasional Perseroan dalam menjaga efisiensi serta stabilitas kinerja di sepanjang tahun.

ECONOMIC PERFORMANCE

In 2025, the Company recorded positive performance with total revenue of IDR7.11 trillion, representing a 7% increase compared to IDR6.67 trillion in 2024. This growth reflects the effectiveness of the Company's strategy in maintaining business momentum and optimizing operational performance amid industry dynamics.

In terms of profitability, the Company recorded EBITDA of IDR3.71 trillion, an increase of 3% compared to IDR3.58 trillion in the previous year. This achievement demonstrates the Company's operational resilience in maintaining efficiency and performance stability throughout the year.

Sejalan dengan hal tersebut, laba tahun berjalan tercatat sebesar Rp2,76 triliun atau tumbuh 14% dibandingkan Rp2,42 triliun pada tahun 2024. Pertumbuhan laba ini mencerminkan keberhasilan Perseroan dalam mengelola biaya serta meningkatkan produktivitas operasional secara berkelanjutan.

Sementara itu, laba komprehensif tahun berjalan mencapai Rp2,80 triliun, meningkat 17% dibandingkan tahun sebelumnya. Kinerja ini menunjukkan peningkatan kualitas kinerja keuangan Perseroan secara menyeluruh, yang didukung oleh pengelolaan usaha yang disiplin dan terarah.

In line with this, profit for the year reached IDR2.76 trillion, growing by 14% compared to IDR2.42 trillion in 2024. This growth reflects the Company's success in managing costs and improving operational productivity on a sustainable basis.

Meanwhile, total comprehensive income amounted to IDR2.80 trillion, an increase of 17% compared to the previous year. This performance indicates an overall improvement in the quality of the Company's financial performance, supported by disciplined and well-directed business management.

PERBANDINGAN TARGET DAN REALISASI [SEOJK F.2]

| Uraian Description | RKAP 2025 (Rp-Miliar) 2025 RKAP (IDR-Billion) | Realisasi 2025 (Rp-Miliar) 2025 Realization (IDR-Billion) | RKAP 2024 (Rp-Miliar) 2024 RKAP (IDR-Billion) | Realisasi 2024 (Rp-Miliar) 2024 Realization (IDR-Billion) | RKAP 2023 (Rp-Miliar) 2023 RKAP (IDR-Billion) | Realisasi 2023 (Rp-Miliar) 2023 Realization (IDR-Billion) |
|--|--|--|--|--|--|--|
| Pendapatan Revenues | 7.207 | 7.111 | 6.660 | 6.671 | 6.187 | 6.200 |
| Beban Pokok Pendapatan Cost of Revenues | 3.279 | 3.167 | 2.910 | 2.901 | 2.812 | 2.800 |
| Laba Bruto Gross Profit | 3.928 | 3.944 | 3.749 | 3.769 | 3.375 | 3.401 |
| Laba Bersih Tahun Berjalan Net Profit for the Year | 2.570 | 2.758 | 2.478 | 2.422 | 2.333 | 2.382 |
| Jumlah Laba Komprehensif Total Comprehensive Income | 2.525 | 2.801 | 2.464 | 2.386 | 2.325 | 2.378 |
| Marketing Sales | 1.500 | 1.301 | 1.519 | 1.554 | 1.350 | 1.342 |

COMPARISON OF TARGET AND REALIZATION [SEOJK F.2]

NILAI EKONOMI DIHASILKAN DAN DIDISTRIBUSIKAN [GRI 201-1]

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED [GRI 201-1]

| Kinerja Ekonomi Economic Performance | 2025 | 2024 | 2023 |
|--|-------|-------|-------|
| Dalam Rp-Miliar In IDR-Billion | | | |
| Nilai Ekonomi Langsung yang dihasilkan Direct Economic Value Generated | | | |
| Pendapatan Bersih Net Revenues | 7.111 | 6.671 | 6.200 |
| Penghasilan Bunga Interest Income | 362 | 558 | 412 |
| Lain-lain – bersih Others - Net | 3 | (81) | (27) |
| Total Nilai Ekonomi Langsung yang dihasilkan Total Direct Economic Value Generated | 7.476 | 7.147 | 6.585 |
| Nilai Ekonomi Langsung yang didistribusikan Direct Economic Value Distributed | | | |
| Biaya Operasional Operating Expenses | 2.053 | 1.269 | 1.400 |
| Gaji dan Tunjangan Salary and allowances | 767 | 716 | 674 |
| Biaya untuk Pemasok & Kontraktor Cash paid to suppliers and Contractors | 1.675 | 2.139 | 1.809 |
| Biaya Pelaksanaan Program CSR CSR Cost | 19 | 5 | 5 |

**Kinerja Ekonomi**
Economic Performance

| | 2025 | 2024 | 2023 |
|--|-------|-------|-------|
| Pembayaran kepada Pemerintah/Negara (Pajak) Taxes paid | 452 | 433 | 388 |
| Nilai Dividen yang Dibayarkan Dividend Payment | 625 | 433 | 313 |
| Jumlah Nilai Ekonomi Langsung yang didistribusikan Total Direct Economic Value Distributed | 5.592 | 4.994 | 4.588 |
| Nilai Ekonomi yang Ditahan Economic value retained | 1.884 | 2.153 | 1.998 |

Pada tahun 2025, Perseroan mencatat nilai ekonomi langsung yang dihasilkan sebesar Rp7,48 triliun, meningkat sebesar 5% dibandingkan tahun 2024 sebesar Rp7,15 triliun. Peningkatan ini mencerminkan pertumbuhan kinerja usaha Perseroan yang tetap terjaga serta kemampuan Perseroan dalam menciptakan nilai ekonomi secara berkelanjutan..

Sejalan dengan peningkatan tersebut, nilai ekonomi langsung yang didistribusikan kepada pemangku kepentingan juga mengalami kenaikan sebesar 12% menjadi Rp5,59 triliun dari Rp4,99 triliun pada tahun sebelumnya. Nilai ini didistribusikan kepada berbagai pemangku kepentingan melalui biaya operasional, biaya karyawan, pembayaran dividen, pembayaran pajak kepada pemerintah, serta pelaksanaan program tanggung jawab sosial perusahaan (CSR).

Peningkatan nilai ekonomi yang dihasilkan dan didistribusikan tersebut menunjukkan komitmen Perseroan dalam menciptakan nilai tambah tidak hanya bagi pemegang saham, tetapi juga bagi karyawan, pemerintah, dan masyarakat secara luas, sekaligus mendukung keberlanjutan usaha dalam jangka panjang.

IMPLIKASI FINANSIAL SERTA RISIKO DAN PELUANG LAIN AKIBAT DARI PERUBAHAN IKLIM [GRI 201-2]

Sebagai bagian dari integrasi pengelolaan perubahan iklim ke dalam strategi bisnis, Perseroan melakukan identifikasi dan evaluasi terhadap implikasi finansial yang timbul dari risiko dan peluang perubahan iklim. Analisis ini mencakup dampak yang berasal dari risiko fisik maupun risiko transisi, serta peluang yang dapat memberikan nilai tambah bagi kinerja operasional dan keuangan Perseroan.

Dalam melakukan penilaian tersebut, Perseroan mempertimbangkan berbagai faktor utama, antara lain tingkat konsumsi energi, profil emisi gas rumah kaca, dinamika regulasi terkait karbon, serta perkembangan tren pasar terhadap properti berkelanjutan. Pendekatan ini memungkinkan Perseroan untuk memahami keterkaitan antara isu perubahan iklim dengan kinerja keuangan, khususnya terhadap biaya operasional, kebutuhan investasi, serta potensi peningkatan nilai aset.

In 2025, the Company recorded direct economic value generated of IDR7.48 trillion, representing an increase of 5% compared to IDR7.15 trillion in 2024. This growth reflects the Company's ability to sustain business performance and continuously create economic value.

In line with this increase, the direct economic value distributed to stakeholders also grew by 12% to IDR5.59 trillion, compared to IDR4.99 trillion in the previous year. This value was distributed through operating expenses, employee costs, dividend payments, tax contributions to the government, and corporate social responsibility (CSR) programs.

The increase in both generated and distributed economic value demonstrates the Company's commitment to creating added value not only for shareholders but also for employees, government, and the broader community, while supporting long-term business sustainability.

FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE [GRI 201-2]

As part of integrating climate change management into its business strategy, the Company assesses the financial implications arising from climate-related risks and opportunities. This assessment covers impacts associated with both physical and transition risks, as well as opportunities that may enhance operational and financial performance.

In conducting this assessment, the Company considers key factors including energy consumption profile, greenhouse gas emissions, evolving carbon-related regulations, and market trends toward sustainable properties. This approach enables the Company to understand the linkage between climate-related issues and financial performance, particularly in relation to operating costs, capital requirements, and potential asset value enhancement.

Sejalan dengan hal tersebut, Perseroan mengidentifikasi bahwa risiko perubahan iklim berpotensi meningkatkan tekanan biaya, terutama yang berkaitan dengan konsumsi energi dan kebijakan karbon, serta potensi gangguan operasional akibat faktor cuaca ekstrem. Di sisi lain, Perseroan juga melihat adanya peluang yang signifikan dalam bentuk efisiensi biaya melalui pengelolaan energi yang lebih optimal, serta peningkatan daya tarik dan nilai ekonomi dari pengembangan properti berkelanjutan.

The Company identifies that climate-related risks may lead to increased cost pressures, particularly from energy consumption and carbon-related policies, as well as potential operational disruptions due to extreme weather events. At the same time, significant opportunities are identified, including cost efficiencies from improved energy management and enhanced asset value driven by sustainable property development.

Estimasi dampak finansial yang disajikan pada tabel berikut merupakan hasil pendekatan berbasis asumsi dan benchmark industri, dengan mempertimbangkan kondisi operasional Perseroan serta proyeksi perkembangan regulasi dan pasar. Informasi ini digunakan sebagai dasar dalam pengambilan keputusan strategis serta pengelolaan risiko keberlanjutan secara berkelanjutan.

The financial estimates presented in the table below are based on a combination of internal data, assumptions, and industry benchmarks, taking into account the Company's operational context and expected regulatory and market developments. These insights support strategic decision-making and ongoing sustainability risk management.

| Kategori Category | Risiko / Peluang Risk/Opportunity | Dampak Finansial Financial Impact | Time Horizon | Likelihood | Keterangan Remarks |
|--|--|--|--|--------------------------------------|--|
| Risiko Fisik Physical Risk | Peningkatan suhu Rising Temperature | Rp13-22 miliar/tahun (kenaikan biaya energi) IDR13-22 billion/year (higher energy cost) | Jangka pendek- menengah Short - medium term | Tinggi High | Dampak terhadap biaya listrik akibat peningkatan kebutuhan pendinginan Impact to electricity cost due to increased cooling demand |
| Risiko Fisik Physical Risk | Cuaca ekstrem Extreme weather | Rp4-36 miliar/event IDR4-36 billion/event | Jangka menengah- Panjang Medium-long term | Sedang Medium | Biaya perbaikan aset dan potensi kehilangan pendapatan Cost in asset repair and revenue disruption |
| Risiko Transisi Transition Risk | Regulasi karbon Carbon regulation | Rp48-92 miliar/tahun (±1,3-2,5% EBITDA) IDR48-92 billion/year (±1.3-2.5% EBITDA) | Jangka menengah Medium term | Sedang Medium | Berdasarkan total emisi 634.798 ton CO ₂ e Based on 634,798 tCO ₂ e emissions |
| Paparan Operasional Operational Exposure | Ketergantungan energi Energy dependency | Rp435 miliar/tahun (±12% EBITDA) IDR435 billion/year (±12% EBITDA) | Berkelanjutan Ongoing | Tinggi High | Biaya energi sebagai komponen utama OPEX Energy as major OPEX driver |
| Peluang Opportunity | Efisiensi energi Energy Efficiency | Rp9,0 miliar/tahun (penghematan aktual) IDR9.0 billion/year (actual savings) | Jangka pendek Short term | Tinggi High | Penghematan yang terealisasi dari inisiatif efisiensi Realized saving from efficiency initiatives |
| Peluang Opportunity | Pengurangan emisi Emission reduction | Rp0,6-1,2 miliar/tahun (menghindari biaya karbon) IDR0.6-1.2 billion/year (avoided carbon cost) | Jangka pendek- menengah Short - medium term | Tinggi High | Berdasarkan pengurangan 8.065 ton CO ₂ e From 8,065 ton CO ₂ e emission reduction |
| Peluang Opportunity | Properti hijau Green property | Rp109 - 182 miliar (peningkatan nilai aset) IDR109 - 182 billion (asset uplift) | Jangka menengah- Panjang Medium - long term | Sedang- Tinggi Medium- high | Estimasi peningkatan 3-5% dari total aset Estimated 3-5% asset increase |

KEWAJIBAN PENSIUN MANFAAT PASTI DAN PROGRAM PENSIUN LAIN [GRI 201-3]

Perseroan menyediakan program pensiun imbalan pasca kerja sebagai bagian dari komitmen dalam memberikan perlindungan dan kesejahteraan jangka panjang bagi karyawan. Program tersebut terdiri dari program pensiun iuran pasti dan program imbalan pasti yang diberikan kepada seluruh karyawan tetap.

DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANTS [GRI 201-3]

The Company provides pension and post-employment benefit programs as part of its commitment to ensuring long-term protection and welfare for employees. These programs consist of defined contribution pension plans and defined benefit plans provided to all permanent employees.

Program pensiun iuran pasti dilaksanakan sesuai dengan Undang-Undang No. 6/2023 dan Peraturan Pemerintah No. 35/2021. Sheraton Surabaya Hotel & Towers juga menghitung dan mencatat estimasi manfaat karyawan yang berhak

The defined contribution pension program is implemented in accordance with Law No. 6 of 2023 and Government Regulation No. 35 of 2021. Sheraton Surabaya Hotel & Towers also calculates and records the estimated employee benefits



sesuai peraturan yang berlaku setelah memperhitungkan program pensiun. Hingga akhir tahun 2025, jumlah karyawan yang berhak atas program imbalan pasca kerja tersebut adalah sebanyak 2.607 karyawan (2024: 2.389 karyawan).



Perseroan bekerja sama dengan Dana Pensiun Lembaga Keuangan (DPLK) PT Axa Mandiri Financial Services (“DPLK AXA Mandiri”) dalam layanan dan sistem pengelolaan program pensiun dengan menyelenggarakan dan mengelola dana pesangon karyawan Perseroan melalui Program Pensiun Untuk Kompensasi Pesangon (PPUKP). Pada tahun 2025, Perseroan telah menyetor ke DPLK AXA Mandiri sebesar Rp 9.162.072 ribu (2024: Rp 10.900.000 ribu).



Sementara Sheraton Surabaya Hotel & Towers mengikutsertakan karyawannya dalam program pensiun iuran pasti. Dana pensiun ini dikelola oleh Dana Pensiun Lembaga Keuangan AIG (“DPLK AIG”). Iuran pensiun ditentukan dari jumlah tertentu yang ditanggung hotel dan karyawan. Beban untuk iuran dana pensiun yang timbul pada tahun 2025 sebesar Rp 787.013 ribu (2024: Rp 901.242 ribu) dicatat dalam beban gaji dan tunjangan.



Selain itu, Perseroan juga memberikan program imbalan pasti yang memberikan eksposur pada Perseroan terhadap Risiko actuarial seperti risiko investasi, risiko tingkat bunga, risiko harapan hidup, serta risiko gaji.



Perhitungan imbalan pasca kerja dilakukan oleh Kantor Konsultan Aktuaria (KKA) Riana & Rekan. Asumsi utama yang digunakan dalam menentukan penilaian aktuaris adalah sebagai berikut:.

| Uraian Description | 2025 | 2024 |
|--|--|--|
| Tingkat diskonto per tahun Discount rate per annum | 6,25% - 7,25% | 7,00% - 7,25% |
| Tingkat kenaikan gaji per tahun Salary increment rate per annum | 4% - 10% | 4% - 10% |
| Tingkat kematian Mortality rate | 100% TM14 | 100% TM14 |
| Tingkat cacat Disability rate | 5% TM14 | 5% TM14 |
| Tingkat pengunduran diri Resignation rate | 5,00% - 16,00% per tahun sampai usia 26-43 dan kemudian menurun secara linier sampai 0% pada usia 55 tahun 5.00% - 16.00% p.a. until the age of 26-43 and then linearly decrease to 0% at the age of 55 | 5,00% - 10,00% per tahun sampai usia 30-39 dan kemudian menurun secara linier sampai 0% pada usia 55 tahun 5.00% - 10.00% p.a. until the age of 30-39 and then linearly decrease to 0% at the age of 55 |
| Tingkat pensiun normal Normal retirement rate | 100% | 100% |

Rincian kewajiban pensiun manfaat pasti dan program pensiun lain diungkapkan dalam Catatan No. 31 Laporan Keuangan Konsolidasian Perseroan.

BANTUAN FINANSIAL DARI PEMERINTAH [GRI 201-4]

Di tahun 2025, Perseroan memperoleh bantuan finansial dari pemerintah dalam bentuk subsidi berupa pengurangan Pajak Bumi dan Bangunan sebesar Rp611 juta, menurun 20% dari tahun lalu.

in accordance with applicable regulations, after taking into account the existing pension program. As of the end of 2025, the number of employees eligible for post-employment benefits totaled 2,607 employees (2024: 2,389 employees).

The Company collaborates with Dana Pensiun Lembaga Keuangan (DPLK) PT Axa Mandiri Financial Services (“DPLK AXA Mandiri”) in managing its pension program through the Pension Program for Severance Compensation (PPUKP). In 2025, the Company contributed IDR9,162,072 thousand (2024: IDR10,900,000 thousand).

Meanwhile, Sheraton Surabaya Hotel & Towers enrolls its employees in a defined contribution pension plan managed by Dana Pensiun Lembaga Keuangan AIG (“DPLK AIG”). Pension contributions are determined based on a certain percentage borne by both the hotel and the employees. The pension contribution expense recognized in 2025 amounted to IDR787,013 thousand (2024: IDR901,242 thousand) and was recorded as part of salaries and allowances expenses.

In addition to defined contribution plans, the Company also provides defined benefit programs, which expose the Company to actuarial risks, including investment risk, interest rate risk, longevity risk, and salary growth risk.

The calculation of post-employment benefit obligations is conducted by an independent actuary, Kantor Konsultan Aktuaria (KKA) Riana & Rekan. The key assumptions used in the actuarial valuation are as follows:

Details of Defined benefit plan obligations and other retirement plants are disclosed in Note No. 31 to the Company’s Consolidated Financial Statements.

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT [GRI 201-4]

In 2025, the Company received financial assistance from the government in the form of a property tax (PBB) reduction totaling IDR611 million, a decrease of 20% compared to the previous year.

Dampak Ekonomi terhadap Masyarakat Lokal

Economic Impact to Local Communities

Pendekatan Manajemen [GRI 3-3] Management Approach

| | |
|--|---|
| Indikator Pengungkapan Key Disclosure | <ul style="list-style-type: none"> Penggunaan tenaga kerja lokal [203-2] Proporsi manajemen senior yang berasal dari masyarakat lokal [202-2] Absorption of local employee [203-2] Proportion of senior management hired from the local community [202-2] |
| Mengapa Penting Importance | <p>Perseroan menyadari bahwa kegiatan usaha tidak hanya menghasilkan nilai ekonomi bagi perusahaan, tetapi juga memberikan dampak yang signifikan terhadap masyarakat di sekitar wilayah operasional. Oleh karena itu, Perseroan berkomitmen untuk memastikan bahwa kontribusi ekonomi yang dihasilkan dapat dirasakan secara luas melalui penyerapan tenaga kerja lokal yang mendukung pembangunan ekonomi lokal secara berkelanjutan.</p> <p>The Company recognizes that its business activities not only generate economic value for the Company but also create significant impacts on communities surrounding its operational areas. Therefore, the Company is committed to ensuring that the economic value generated is widely distributed through local employment that support sustainable local economic development.</p> |
| Cakupan Scope | <p>Cakupan pelaporan meliputi seluruh unit operasional Perseroan, termasuk kantor pusat dan entitas anak, khususnya di wilayah operasional dimana Perseroan menjalankan kegiatan usaha.</p> <p>The scope of reporting includes all operational units of the Company, including the head office and subsidiaries, particularly in areas where the Company operates.</p> |
| Inisiatif Initiatives | <p>Perseroan menerapkan berbagai inisiatif untuk meningkatkan kontribusi ekonomi terhadap masyarakat lokal, antara lain melalui penyerapan tenaga kerja dari masyarakat sekitar.</p> <p>The Company implements various initiatives to enhance its economic contribution to local communities, including local workforce recruitment.</p> |
| Penanggung Jawab Person in Charge | <p>Direksi melalui Komite Keberlanjutan & ESG, dengan dukungan Bidang Sumber Daya Manusia dan Kesehatan dan Keselamatan Kerja (K3)</p> <p>Board of Directors through the Sustainability & ESG Committee, supported by the Human Capital and Occupational Health and Safety (OHS) Division</p> |
| Pemangku Kepentingan Terdampak Impacted Stakeholders | <p>Internal: Karyawan, Manajemen</p> <p>Eksternal: Masyarakat lokal</p> <p>Internal: Employees, Management</p> <p>External: Local communities</p> |

TENAGA KERJA LOKAL [203-2]

Perseroan memberikan kesempatan kerja kepada masyarakat lokal dengan tetap mengacu pada kualifikasi dan kriteria rekrutmen yang berlaku. Komitmen ini merupakan bagian dari upaya Perseroan dalam mendukung pemerataan ekonomi serta menciptakan dampak ekonomi yang berkelanjutan di wilayah operasional.

Dalam konteks ini, karyawan lokal didefinisikan sebagai karyawan berkewarganegaraan Indonesia yang berdomisili di wilayah Negara Republik Indonesia. Perseroan terus berupaya meningkatkan kontribusi terhadap perekonomian lokal melalui penyerapan tenaga kerja dari masyarakat sekitar.

LOCAL EMPLOYEE [203-2]

The Company provides employment opportunities for local communities while adhering to established recruitment qualifications and criteria. This commitment reflects the Company's efforts to support equitable economic distribution and create sustainable economic impact in its operational areas.

In this context, local employees are defined as Indonesian citizens who reside within the territory of the Republic of Indonesia. The Company continuously strives to enhance its contribution to the local economy through the recruitment of employees from surrounding communities.

Berikut merupakan data karyawan lokal Perseroan dalam 3 (tiga) tahun terakhir.

The following table presents the Company's local workforce data over the past three years.

| Uraian Description | 2025 | 2024 | 2023 |
|------------------------------------|-------|-------|-------|
| Karyawan Lokal Local Employee | 3.476 | 3.302 | 3.029 |
| Jumlah Karyawan Total Employees | 3.478 | 3.303 | 3.030 |

PROPORSI MANAJEMEN YANG BERASAL DARI MASYARAKAT LOKAL [GRI 202-2]

PROPORTION OF MANAGEMENT FROM LOCAL COMMUNITIES [GRI 202-2]

Perseroan melanjutkan komitmennya dalam memberikan kesempatan kepada masyarakat lokal untuk bekerja dan berkembang bersama Perseroan, termasuk melalui pemberian peluang bagi karyawan lokal untuk meningkatkan kompetensi dan menempati posisi strategis hingga pada level manajemen senior.

The Company continues its commitment to providing opportunities for local communities to work and grow alongside the Company, including enabling local employees to develop their competencies and advance into strategic positions up to the senior management level.

Dalam konteks ini, masyarakat lokal didefinisikan sebagai individu berkewarganegaraan Indonesia yang berdomisili di wilayah Republik Indonesia, baik di sekitar area operasional maupun di wilayah lainnya. Adapun manajemen senior merupakan posisi manajerial yang berada satu tingkat di bawah Direksi.

In this context, local communities are defined as Indonesian citizens residing within the territory of the Republic of Indonesia, both in areas surrounding the Company's operations and beyond. Senior management refers to managerial positions one level below the Board of Directors.

Pada tahun 2025, proporsi manajemen senior yang berasal dari masyarakat lokal mencapai sebesar 99,4%. Hal ini mencerminkan komitmen Perseroan dalam mengembangkan talenta lokal sekaligus memperkuat kontribusi terhadap perekonomian nasional.

In 2025, the proportion of senior management originating from local communities reached 99.4%. This reflects the Company's commitment to developing local talent while strengthening its contribution to the national economy.

Berikut merupakan tabel proporsi manajemen senior yang berasal dari masyarakat lokal.

The following table presents the proportion of senior management from local communities.

| Uraian Description | 2025 | | | 2024 | | | 2023 | | |
|---|-------------|---------------------|-------|-------------|---------------------|-------|-------------|---------------------|-------|
| | Lokal Local | Non Lokal Non Local | Total | Lokal Local | Non Lokal Non Local | Total | Lokal Local | Non Lokal Non Local | Total |
| Jumlah Karyawan Number of Employees | 3.476 | 2 | 3.478 | 3.302 | 1 | 3.303 | 3.029 | 1 | 3.030 |
| Jumlah Karyawan Laki-laki Number of Male Employees | 2.405 | 0 | 2.405 | 2.332 | 0 | 2.332 | 876 | 0 | 876 |
| Jumlah Karyawan Perempuan Number of Female Employees | 1.071 | 2 | 1.073 | 970 | 1 | 971 | 2.153 | 1 | 2.154 |
| Jumlah Karyawan Laki-laki yang Menduduki Posisi Manager Number of Male Employees in Manager Position | 256 | 0 | 256 | 219 | 0 | 219 | 197 | 0 | 197 |
| Jumlah Karyawan Perempuan yang Menduduki Posisi Manager Number of Female Employees in Manager Position | 164 | 2 | 166 | 130 | 1 | 131 | 113 | 1 | 114 |
| Berdasarkan Wilayah Based on Area | | | | | | | | | |
| Jakarta | 144 | 2 | 146 | 120 | 1 | 121 | 90 | 1 | 91 |
| Surabaya | 233 | 0 | 233 | 194 | 0 | 194 | 174 | 0 | 174 |
| Bali | 11 | 0 | 11 | 9 | 0 | 9 | 15 | 0 | 15 |
| Yogya | 26 | 0 | 26 | 22 | 0 | 22 | 18 | 0 | 18 |
| Solo | 5 | 0 | 5 | 4 | 0 | 4 | 4 | 0 | 4 |



CSR Gotong Royong - Gandaria City



PT. Pakuwon Jati Tbk.

Kinerja Lingkungan

Environmental Performance

Seiring dengan peningkatan aktivitas operasional, Perseroan tetap mampu menjaga intensitas emisi pada tingkat yang terkendali, mencerminkan efektivitas inisiatif efisiensi energi dan pengelolaan lingkungan yang berkelanjutan.

Alongside increased operational activities the Company has maintained its emission intensity at a controlled level, reflecting the effectiveness of its energy efficiency initiatives and sustainable environmental management.





Melestarikan Lingkungan

Environmental Conservation

Pendekatan Manajemen [GRI 3-3]

Management Approach

| | |
|---|---|
| <p>Indikator Pengungkapan Key Disclosures</p> | <ul style="list-style-type: none"> • Penggunaan material • Penggunaan Energi • Pengelolaan Emisi • Pengelolaan Limbah • Air dan Efluen • Keanekaragaman hayati • Material Usage • Energy Consumption [Gri 302-1, GRI 302-2, GRI 302-3, GRI 302-4, GRI 302-5] • Emission Management [GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5, GRI 305-6, GRI 305-7] • Waste Management [GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5] • Water and Effluents [GRI 303-3, GRI 303-5] • Biodiversity |
| <p>Mengapa Penting Importance</p> | <p>Perseroan menyadari bahwa pengelolaan aspek lingkungan merupakan bagian penting dalam menjaga keberlanjutan kegiatan usaha. Pengelolaan yang efektif terhadap penggunaan material, energi, air, emisi, dan limbah tidak hanya bertujuan untuk meminimalkan dampak negatif terhadap lingkungan, tetapi juga mendukung efisiensi operasional serta keberlanjutan bisnis dalam jangka panjang.</p> <p>The Company recognizes that environmental management is a critical component in sustaining its business operations. Effective management of materials, energy, water, emissions, and waste aims not only to minimize environmental impacts but also to enhance operational efficiency and support long-term business sustainability.</p> |
| <p>Cakupan Scope</p> | <p>Cakupan pengelolaan lingkungan meliputi seluruh kegiatan operasional Perseroan, termasuk gedung, fasilitas, dan area operasional lainnya yang berada di bawah kendali Perseroan.</p> <p>The scope of environmental management covers all operational activities of the Company, including buildings, facilities, and other operational areas under the Company's control.</p> |
| <p>Inisiatif Initiatives</p> | <p>Perseroan melaksanakan berbagai inisiatif untuk meningkatkan kinerja lingkungan, antara lain melalui peningkatan efisiensi energi dan air, pengurangan emisi gas rumah kaca, serta pengelolaan limbah secara bertanggung jawab. Perseroan juga mendorong penggunaan material yang lebih ramah lingkungan dalam kegiatan operasional dan pengembangan proyek sebagai bagian dari upaya meningkatkan efisiensi sumber daya. Selain itu, Perseroan mengembangkan program keberlanjutan seperti penggunaan energi terbarukan, optimalisasi peralatan operasional, serta penerapan prinsip reduce, reuse, dan recycle (3R).</p> <p>The Company implements various initiatives to improve environmental performance, including enhancing energy and water efficiency, reducing greenhouse gas emissions, and managing waste responsibly. The Company also promotes the use of environmentally friendly materials in its operations and project development as part of its resource efficiency efforts. In addition, the Company develops sustainability programs such as renewable energy utilization, optimization of operational equipment, and the application of reduce, reuse, and recycle (3R) principles.</p> |
| <p>Penanggung Jawab dan Cara Evaluasi Kinerja Person in Charge and Performance Evaluation Method</p> | <p>Direksi melalui Komite Keberlanjutan & ESG, khususnya Bidang Iklim dan Lingkungan.</p> <p>Board of Directors through the Sustainability & ESG Committee, specifically the Climate and Environment Division.</p> |
| <p>Pemangku Kepentingan Terdampak Impacted Stakeholders</p> | <ul style="list-style-type: none"> • Internal: Karyawan, Manajemen • Eksternal: Penyewa, Pelanggan, Masyarakat, Pemerintah • Internal: Employees, Management • External: Tenants, Customers, Communities, Government |

Perseroan menyadari bahwa pengelolaan aspek lingkungan merupakan bagian yang tidak terpisahkan dari keberlanjutan kegiatan usaha. Seiring dengan meningkatnya perhatian terhadap isu perubahan iklim, efisiensi sumber daya, serta pengelolaan dampak lingkungan, Perseroan terus memperkuat upaya dalam mengelola dan meminimalkan dampak operasional terhadap lingkungan.

The Company recognizes that environmental management is an integral part of sustainable business operations. Amid increasing attention to climate change, resource efficiency, and environmental impact management, the Company continues to strengthen its efforts to manage and minimize the environmental impacts of its operations.

Dalam menjalankan kegiatan usahanya, Perseroan berfokus pada pengelolaan penggunaan energi dan air secara efisien, pengurangan emisi gas rumah kaca, serta pengelolaan limbah secara bertanggung jawab. Upaya ini tidak hanya bertujuan untuk memenuhi ketentuan peraturan yang berlaku, tetapi juga untuk mendukung efisiensi operasional dan menciptakan nilai jangka panjang bagi Perseroan dan para pemangku kepentingan.

Perseroan secara konsisten mengawasi pelaksanaan Izin Lingkungan yang telah diperolehnya, serta memantau risiko dan dampak yang teridentifikasi selama persiapan Analisis Mengenai Dampak Lingkungan. Proses pemantauan ini terjadi secara terus menerus, dengan pelaporan yang dilakukan setiap enam bulan melalui Rencana Pengelolaan Lingkungan Hidup (RKL) dan Rencana Pemantauan Lingkungan Hidup (RPL). General Manager unit bisnis terkait berperan aktif dalam menjamin kepatuhan terhadap rencana pengelolaan dan pemantauan lingkungan hidup.

Perseroan juga secara bertahap mengintegrasikan prinsip keberlanjutan ke dalam kegiatan operasional dan pengembangan proyek, termasuk melalui pemanfaatan teknologi yang lebih efisien serta penerapan praktik ramah lingkungan. Dengan pendekatan ini, Perseroan berkomitmen untuk terus meningkatkan kinerja lingkungan secara berkelanjutan.

DASAR HUKUM

1. Undang-Undang No. 32 tahun 2009 tentang Pengelolaan dan Perlindungan Lingkungan Hidup.
2. Peraturan Menteri Lingkungan Hidup No. 38 tahun 2019 tentang jenis Rencana atau Usaha yang Wajib Memiliki Analisa Dampak Lingkungan (AMDAL)
3. Peraturan Pemerintah No. 27 tahun 2012 tentang Izin Lingkungan yang mengatur cara penyusunan, permohonan dan penerbitan izin lingkungan.
4. Peraturan Menteri Negara Lingkungan Hidup No. 8 Tahun 2010 tentang Kriteria dan Sertifikasi Bangunan Ramah Lingkungan Bab I Pasal 1.

BIAYA LINGKUNGAN [SEOJK F.4]

Perseroan berkomitmen untuk terus mendorong inisiatif keberlanjutan yang bertujuan mengelola dan meminimalkan dampak lingkungan di seluruh kegiatan operasional. Dalam mendukung komitmen tersebut, Perseroan secara berkala melakukan penilaian risiko lingkungan untuk mengidentifikasi potensi dampak yang timbul

In conducting its business activities, the Company focuses on efficient energy and water management, reducing greenhouse gas emissions, and responsible waste management. These efforts are not only aimed at complying with applicable regulations but also at enhancing operational efficiency and creating long-term value for the Company and its stakeholders.

The Company consistently oversees the execution of the Environmental Permit it has acquired, alongside monitoring the identified risks and impacts delineated during the Environmental Impact Assessment preparation. This monitoring process occurs continuously, with reporting conducted every six months via the Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL). The General Manager of the pertinent business unit plays an active role in guaranteeing adherence to the environmental management and monitoring plan.

The Company also gradually integrates sustainability principles into its operations and project development, including through the adoption of more efficient technologies and environmentally friendly practices. Through this approach, the Company remains committed to continuously improving its environmental performance.

LEGAL BASIS

1. Law No. 32 of 2009 concerning Environmental Management and Protection.
2. Minister of Environment Regulation No. 38 of 2019 concerning types of plans or businesses that are required to have an Environmental Impact Analysis (AMDAL).
3. Government Regulation no. 27 of 2012 concerning Environmental Permits regulating how to prepare, apply for and issue environmental permits.
4. Minister of Environment Regulation No. 8 of 2010 concerning Criteria and Certification of Environmentally Friendly Buildings Chapter I Article 1.

ENVIRONMENTAL COST [SEOJK F.4]

The Company is committed to continuously promoting sustainability initiatives aimed at managing and minimizing environmental impacts across its operations. To support this commitment, the Company regularly conducts environmental risk assessments to identify potential impacts and determine appropriate mitigation



serta menentukan langkah mitigasi yang tepat. Penilaian ini mencakup seluruh tahapan kegiatan operasional Perseroan guna memastikan pengelolaan lingkungan dilakukan secara komprehensif dan terintegrasi.



Hasil penilaian tersebut menjadi dasar dalam penyusunan strategi dan implementasi program keberlanjutan, termasuk dalam pengalokasian biaya untuk mendukung pengelolaan lingkungan yang efektif.



Pada tahun 2025, Perseroan merealisasikan biaya pengelolaan lingkungan sebesar Rp14,43 miliar, meningkat sebesar 116% dibandingkan tahun 2024 yang sebesar Rp6,68 miliar. Peningkatan ini mencerminkan penguatan komitmen Perseroan dalam mengakselerasi berbagai inisiatif lingkungan, termasuk peningkatan efisiensi energi, pengelolaan limbah, serta upaya pengurangan emisi gas rumah kaca.



measures. This assessment covers all operational stages to ensure a comprehensive and integrated environmental management approach.

The results of these assessments serve as the basis for developing sustainability strategies and implementing environmental programs, including the allocation of expenditures to support effective environmental management.

In 2025, the Company realized environmental management expenditure amounting to IDR14.43 billion, representing an increase of 116% compared to IDR6.68 billion in 2024. This increase reflects the Company's strengthened commitment to accelerating environmental initiatives, including energy efficiency improvements, waste management, and greenhouse gas emission reduction efforts.

Biaya Pengelolaan Lingkungan Hidup [SEOJK F.4]
Environmental Management Costs

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|--|--------------------------|--------------|------|-------|
| Upaya efisiensi pengurangan emisi/energi Efficiency to reduce emission/energy | Rp-Miliar IDR-Billion | 7,23 | 1,60 | 6,05 |
| Biaya pembuangan sampah B3 Cost for hazardous waste | Rp-Miliar IDR-Billion | 0,37 | 0,32 | 0,37 |
| Biaya pembuangan sampah Non B3 Cost for non-hazardous waste | Rp-Miliar IDR-Billion | 6,83 | 4,76 | 4,62 |
| Total | Rp-Miliar IDR-Billion | 14,43 | 6,68 | 11,04 |

PENGUNAAN MATERIAL RAMAH LINGKUNGAN [SEOJK F.5]

Perseroan menyadari bahwa penggunaan material memiliki kontribusi terhadap jejak karbon serta potensi dampak terhadap lingkungan. Oleh karena itu, Perseroan berkomitmen untuk mendorong penggunaan material yang lebih ramah lingkungan dalam kegiatan operasional maupun pengembangan proyek.

Dalam kegiatan pengembangan properti, Perseroan berupaya untuk menggunakan material bangunan yang memperhatikan aspek keberlanjutan, termasuk efisiensi penggunaan sumber daya serta meminimalkan potensi dampak terhadap lingkungan. Pendekatan ini sejalan dengan upaya Perseroan dalam mengintegrasikan prinsip keberlanjutan ke dalam proses pembangunan dan pengelolaan aset.

Selain itu, Perseroan juga menerapkan optimalisasi komposisi material melalui pemanfaatan bahan alternatif seperti fly ash sebagai substitusi sebagian semen. Inisiatif ini terbukti mampu menurunkan intensitas emisi karbon hingga sekitar 13% per m³ dibandingkan penggunaan material konvensional. Secara total, penerapan tersebut

USE OF ENVIRONMENTALLY FRIENDLY MATERIALS [SEOJK F.5]

The Company recognizes that material usage contributes to its carbon footprint and may impact the environment. Therefore, the Company is committed to promoting the use of environmentally friendly materials in both its operational activities and project development.

In its property development activities, the Company strives to use building materials that consider sustainability aspects, including resource efficiency and minimizing potential environmental impacts. This approach aligns with the Company's efforts to integrate sustainability principles into asset development and management.

In addition, the Company optimizes material composition by utilizing alternative materials such as fly ash as a partial substitute for cement. This initiative has been proven to reduce carbon emission intensity by approximately 13% per m³ compared to conventional materials. Overall, this implementation contributes to carbon emission reduction.

berkontribusi terhadap penurunan emisi karbon. Pada tahun 2025, penggunaan fly ash mencapai 381 ton dan berkontribusi terhadap pengurangan emisi sebesar 236 ton CO₂, seiring dengan skala pembangunan yang dilakukan Perseroan.

In 2025, fly ash usage reached 381 tons, contributing to an emission reduction of 236 tons of CO₂, in line with the Company's development scale.

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|-------------------|-----------|------------|-------------|
| Total pemakaian semen Total cement usage | Kg | 3.959.963 | 20.228.982 | 89.528.768 |
| Penggunaan Fly Ash Fly Ash Usage | Kg | 697.177 | 3.561.440 | 15.762.107 |
| Total pemakaian semen dengan Fly Ash 15% Total cement usage with 15% Fly Ash | Kg | 4.657.150 | 23.790.422 | 105.290.875 |
| Emisi yang dihasilkan dari penggunaan semen tanpa Fly Ash Generated Emission from cement usage without Fly Ash | KgCO ₂ | 3.248.843 | 16.596.313 | 73.451.419 |
| Emisi yang dihasilkan dari penggunaan semen dengan Fly Ash 15% Generated Emission from cement usage with 15% Fly Ash | KgCO ₂ | 2.816.594 | 14.388.219 | 63.678.913 |
| Pengurangan Emisi Emission Reduction | KgCO ₂ | 432.250 | 2.208.093 | 9.772.506 |
| Persentase Penurunan Emisi Emission Reduction Percentage | % | 13 | 13 | 13 |

Sementara itu, dalam kegiatan operasional yang menghasilkan pendapatan berulang (recurring income), penggunaan material mencakup berbagai kebutuhan operasional seperti sistem pencahayaan, bahan kimia untuk perawatan dan kebersihan, serta perlengkapan pendukung lainnya. Perseroan secara bertahap melakukan optimalisasi penggunaan material, termasuk melalui pemanfaatan teknologi yang lebih efisien seperti penggunaan lampu LED serta pengelolaan bahan kimia secara lebih bertanggung jawab.

Meanwhile, in its recurring income-generating operations, material usage includes various operational needs such as lighting systems, chemicals for treatment and cleaning, and other supporting materials. The Company continuously optimizes material usage, including through the adoption of more efficient technologies such as LED lighting and more responsible chemical management.

Berikut merupakan jumlah penggunaan material Perseroan dalam periode pelaporan.

The following table presents the Company's material usage during the reporting period.

| Bahan Baku Raw Materials | Satuan Unit | 2025 | 2024 | 2023 |
|--|----------------|---------|---------|---------|
| Bahan Baku Tak Terbarukan Non Renewable Materials | | | | |
| Lampu Non LED Non LED Lamp | Pcs | 65.141 | 3.083 | 4.405 |
| Chemical for Treatment | kg | 201.244 | 172.193 | 160.684 |
| Chemical for Cleaning | kg | 105.828 | 96.070 | 92.805 |
| Tissue | kg | 444.469 | 316.434 | 332.953 |
| Bahan Baku Terbarukan Renewable Materials | | | | |
| Lampu LED LED Lamp | Pcs | 29.346 | 32.768 | 37.252 |



Green Building Green Building

Gandaria City, Jakarta

Sejak tahun 2010, Perseroan telah mengimplementasikan konsep green building pada pengembangan dan pengelolaan properti sebagai bagian dari komitmen dalam meningkatkan efisiensi energi, memanfaatkan sumber energi yang lebih berkelanjutan, serta meminimalkan dampak lingkungan dari kegiatan operasional.

Penerapan konsep ini dilakukan melalui berbagai pendekatan, antara lain optimalisasi penggunaan energi, pemanfaatan teknologi yang lebih efisien, serta pengelolaan bangunan yang memperhatikan aspek keberlanjutan. Upaya tersebut tidak hanya mendukung pengurangan jejak karbon, tetapi juga meningkatkan kualitas aset serta nilai jangka panjang bagi Perseroan.

Pada tahun 2025, Perseroan mencatat peningkatan signifikan pada luas area properti yang telah tersertifikasi green building menjadi sebesar 1.420.160 m², meningkat sebesar 91% dibandingkan tahun 2024 sebesar 744.751 m². Peningkatan ini didorong oleh bertambahnya 6 (enam) properti Perseroan yang memperoleh sertifikasi green building, yaitu Gandaria City dengan area tersertifikasi sebesar 323.051 m² dan Pakuwon Mall 2 Surabaya dengan area tersertifikasi sebesar 202.569 m², Four Points Tunjungan Plaza dengan area tersertifikasi sebesar 20.622 m², Four Points Kuta dengan area tersertifikasi sebesar 17.130 m², Marriott Hotel Yogyakarta dengan area tersertifikasi sebesar 68.513 m², dan Sheraton Gandaria Jakarta dengan area tersertifikasi sebesar 43.524 m².

Since 2010, the Company has implemented the green building concept in the development and management of its properties as part of its commitment to improving energy efficiency, utilizing more sustainable energy sources, and minimizing environmental impacts from its operations.

This approach is carried out through various initiatives, including energy optimization, adoption of more efficient technologies, and building management practices that incorporate sustainability principles. These efforts not only contribute to reducing carbon footprint but also enhance asset quality and create long-term value for the Company.

In 2025, the Company recorded a significant increase in the total certified green building area, reaching 1,420,160 m², representing a 91% increase compared to 744,751 m² in 2024. This increase was driven by the addition of 6 (six) properties that obtained green building certification, namely Gandaria City with a certified area of 744.751 m² and Pakuwon Mall 2 Surabaya with a certified area of 202,569 m², Four Points Tunjungan Plaza with a certified area of 20,622 m², Four Points Kuta with a certified area of 17,130 m², Marriott Hotel Yogyakarta with a certified area of 68,513 m², and Sheraton Gandaria Jakarta with a certified area of 43,524 m².

Peningkatan ini mencerminkan konsistensi Perseroan dalam memperluas penerapan konsep bangunan berkelanjutan di seluruh portofolio properti. Ke depan, Perseroan akan terus mendorong peningkatan jumlah dan luas area properti yang tersertifikasi green building sebagai bagian dari strategi keberlanjutan dan pengelolaan aset jangka panjang.

This achievement reflects the Company's consistency in expanding the implementation of sustainable building practices across its property portfolio. Going forward, the Company remains committed to increasing both the number and total area of certified green buildings as part of its long-term sustainability strategy and asset management.

| Gedung Building | Lembaga Sertifikasi Certification Body | Tingkat Level | Luas Bangunan Building Area (m ²) | | |
|--|--|-------------------------|---|-----------|-----------|
| | | | 2025 | 2024 | 2023 |
| Office 88 Kota Kasablanka | Green Building Council Indonesia | EDGE Certified | 92.854 | 92.854 | 92.854 |
| Prudential Center Kota Kasablanka | Green Building Council Indonesia | EDGE Certified | 34.477 | 34.477 | 34.477 |
| Gandaria 8 Office | Green Building Council Indonesia | Greenship Gold | 58.685 | 58.685 | 58.685 |
| Pakuwon Tower Jakarta | Green Building Council Indonesia | Greenship Gold | 80.227 | 80.227 | 80.227 |
| Pakuwon Center Surabaya | Green Building Council Indonesia | Greenship Gold | 20.198 | 20.198 | - |
| Pakuwon Tower Surabaya | Green Building Council Indonesia | Greenship Gold | 51.516 | 51.516 | - |
| Kota Kasablanka Mall | Green Building Council Indonesia | EDGE Certified | 299.816 | 299.816 | - |
| Tunjungan Plaza 6 | Green Building Council Indonesia | EDGE Certified | 106.978 | 106.978 | - |
| Gandaria City | Green Building Council Indonesia | EDGE Certified | 323.051 | - | - |
| Pakuwon Mall 2 Surabaya | Green Building Council Indonesia | EDGE Certified | 202.569 | - | - |
| Four Points TP | Green Key/Foundation for Environmental Education (FEE) | Certified Establishment | 20.622 | - | - |
| FourPoints Kuta | Green Key/Foundation for Environmental Education (FEE) | Certified Establishment | 17.130 | - | - |
| Marriott Hotel Jogja | Green Key/Foundation for Environmental Education (FEE) | Certified Establishment | 68.513 | - | - |
| Sheraton Gandaria Jakarta | Green Key/Foundation for Environmental Education (FEE) | Certified Establishment | 43.524 | - | - |
| Total area gedung dengan sertifikasi green building Total area of buildings with green building certification | | | 1.420.160 | 744.751 | 266.243 |
| Total area gedung Pakuwon Jati Total building area of Pakuwon Jati | | | 3.125.742 | 3.125.742 | 3.022.756 |
| Persentase Green Building Green Building Percentage | | | 45% | 24% | 9% |

Perseroan terus meningkatkan proporsi aset yang memiliki sertifikasi ramah lingkungan dalam portofolionya. Four Points Bekasi (18.406 m²), Fairfield Bekasi (20.390 m²), Aloft Surabaya (21.644 m²), Westin Hotel (36.405 m²), Four Points Pakuwon Mall (23.428 m²), Sheraton Surabaya & Tower (34.930 m²), Blok M Plaza (75.637 m²) dan Royal Plaza (177.728 m²) telah diidentifikasi sebagai aset prioritas untuk memperoleh sertifikasi di masa mendatang dengan persiapan teknis internal yang saat ini sedang berlangsung dan menjadi target sertifikasi pada tahun 2026. Dengan tercapainya sertifikasi tersebut, proporsi gedung bersertifikasi hijau dalam portofolio operasional Perseroan diperkirakan meningkat dari 45% menjadi sekitar 57% dari total luas lantai kotor.

The Company continues to expand the proportion of environmentally certified assets within its portfolio. Four Points Bekasi (18.406 m²), Fairfield Bekasi (20.390 m²), Aloft Surabaya (21.644 m²), Westin Hotel (36.405 m²), Four Points Pakuwon Mall (23.428 m²), Sheraton Surabaya & Tower (34.930 m²), Blok M Plaza (75,637 m²) and Royal Plaza (177,728 m²) have been identified as priority assets for future certification with internal technical preparation currently underway and becomes certification targeted for 2026. Upon successful certification of these properties, the proportion of certified green buildings within the Company's operational portfolio is expected to increase from 45% to approximately 57% of total gross floor area.

Perseroan juga mendorong penerapan praktik ramah lingkungan di kalangan penyewa dan pelanggan pada properti ritel dan perhotelan. Persyaratan keberlanjutan diintegrasikan dalam pedoman *fit-out* penyewa, termasuk kewajiban penggunaan lampu LED hemat energi di area sewa serta pembatasan penggunaan kantong belanja plastik sekali pakai dalam operasional pusat perbelanjaan. Pada segmen perhotelan, Perseroan telah menerapkan penggunaan dispenser perlengkapan mandi yang dapat diisi ulang di kamar tamu serta menggantikan botol air mineral plastik sekali pakai dengan botol kaca yang dapat digunakan kembali di kamar tamu dan fasilitas *meeting, incentives,*

The Company also promotes environmentally responsible practices among tenants and customers across its retail and hospitality properties. Sustainability requirements are incorporated into tenancy fit-out guidelines, including the mandatory use of energy-efficient LED lighting in leased spaces and restrictions on single-use plastic shopping bags within mall operations. In the hospitality segment, refillable wall-mounted dispensers for toiletries have been implemented in guest rooms, and single-use plastic mineral water bottles have been replaced with reusable glass bottles in guest rooms and meeting, incentives, conferences and exhibitions (MICE) facilities. These

conferences and exhibitions (MICE). Langkah-langkah ini mendukung operasional gedung yang lebih berkelanjutan dalam aktivitas sehari-hari di seluruh portofolio Perseroan.

measures support more sustainable day-to-day building operations across the Company's portfolio.

Four Points Bekasi

18.406 m²

Four Points Pakuwon Mall

23.428 m²

Fairfield Bekasi

20.390 m²

Sheraton Surabaya & Tower

34.930 m²

Aloft Surabaya

21.644 m²

Blok M Plaza

75.637 m²

Westin Hotel

36.405 m²

Royal Plaza

177.128 m²

Target Luas Bangunan Bersertifikasi Hijau

Target Green-Certified Building Are

Naik +29% | Increase +29%



PENGELOLAAN LIMBAH [SEOJK F.13, SEOJK F.14, POJK F.15, GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5, ESG E-05]

Kegiatan operasional Perseroan menghasilkan limbah yang terdiri dari limbah Bahan Berbahaya dan Beracun (B3) serta limbah non-B3, baik dalam bentuk padat maupun cair. Perseroan menyadari bahwa pengelolaan limbah yang efektif merupakan bagian penting dalam meminimalkan dampak lingkungan dari kegiatan operasional.

Dalam pengelolannya, Perseroan menerapkan pendekatan yang terintegrasi dengan mengacu pada prinsip pengurangan limbah sejak sumbernya (*waste minimization*), pemanfaatan kembali (*reuse*), serta pengelolaan limbah secara bertanggung jawab sesuai dengan ketentuan yang berlaku. Perseroan juga mengimplementasikan kebijakan *Zero Environmental Impact* melalui pemantauan limbah secara berkala oleh tim internal guna memastikan bahwa seluruh limbah dikelola dengan baik dan tidak menimbulkan dampak negatif terhadap lingkungan.

Selain itu, Perseroan melakukan pengelolaan limbah berdasarkan jenisnya, termasuk pemisahan limbah, penyimpanan sementara, serta penanganan lebih lanjut melalui pihak ketiga yang berizin untuk limbah B3. Melalui pendekatan ini, Perseroan berkomitmen untuk terus meningkatkan efektivitas pengelolaan limbah sebagai bagian dari upaya menjaga keberlanjutan lingkungan.

WASTE MANAGEMENT [SEOJK F.13, SEOJK F.14, POJK F.15, GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5, ESG E-05]

The Company's operational activities generate waste consisting of hazardous and toxic waste (B3) and non-hazardous waste, in both solid and liquid forms. The Company recognizes that effective waste management is a key aspect in minimizing the environmental impact of its operations.

In managing its waste, the Company adopts an integrated approach based on the principles of waste minimization at source, reuse, and responsible waste handling in compliance with applicable regulations. The Company also implements a Zero Environmental Impact policy through regular waste monitoring conducted by internal teams to ensure that all waste is properly managed and does not pose adverse environmental impacts.

In addition, the Company manages waste based on its classification, including segregation, temporary storage, and further handling through licensed third parties for hazardous waste. Through this approach, the Company remains committed to continuously improving the effectiveness of its waste management practices as

| Jenis Limbah Type of Waste | Satuan Unit | 2025 | 2024 | 2023 | Metode Pengelolaan Management Method |
|--|----------------|------------|------------|------------|---|
| Limbah Non B3 Non Hazardous Waste | | | | | |
| Limbah Padat (Domestik) Solid Waste (Domestic) | kg | 30.362.443 | 27.159.180 | 30.141.763 | Pemilahan (organic, non organic, kertas) Sorting (organic, non-organic, paper) |
| Limbah Cair (Domestik) Wastewater (Domestic) | M3 | 3.467.280 | 2.950.398 | 1.187.149 | Diolah melalui IPAL & didaur ulang Manage by WWTP and Recycled |
| Limbah Cair Dibuang ke saluran kota* Wastewater is discharged into city drains* | M3 | 2.224.559 | 1.930.575 | 8.880 | |
| Limbah Cair Didaur Ulang Recycled Wastewater | M3 | 1.242.721 | 1.019.823 | 1.178.269 | |
| Limbah B3 Hazardous Waste | | | | | |
| Oli Bekas Used oil | Liter | 7.389 | 11.790 | 8.029 | Dikelola dengan cara dikumpulkan di penampungan sementara, dan kemudian diserahkan kepada pihak ketiga. Perseroan bekerja sama dengan pihak ketiga yang telah memiliki izin dan sertifikat dalam mengelola limbah B3. Managed by collecting the waste in temporary storage facilities and subsequently handing it over to third parties. The Company collaborates with licensed and certified third-party providers for the management of hazardous (B3) waste. |
| Kimia Chemical | kg | 21.451 | 23.465 | 33.210 | |
| Lampu Lamp | pcs | 3.762 | 30.669 | 7.818 | |
| Aki Battery/ACCU | pcs | 8.515 | 16.221 | 15.627 | |

Keterangan | Remarks:

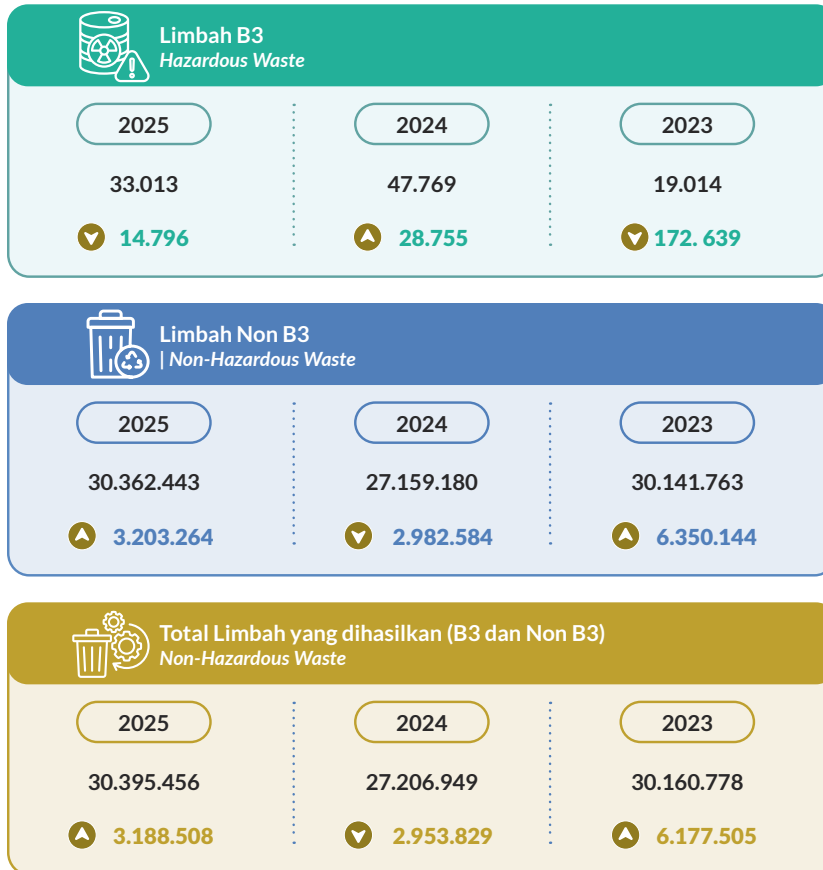
*) Limbah air yang dibuang ke Tempat Pembuangan Akhir, dalam hal ini saluran kota, telah dilakukan treatment di STP untuk mencapai baku mutu air.
Waste water that is disposed to final disposal site, in this case the city channel, has been treated at STP to achieve water quality standards

Sejak tahun 2019 gedung-gedung Perseroan di Jakarta telah memenuhi Peraturan Provinsi DKI Jakarta. Melalui pemanfaatan layanan pihak ketiga, sampah dipilah ke dalam kategori berbeda termasuk logam, plastik, kertas, dan kaca untuk tujuan daur ulang, serta sampah dan residu organik. Proses pemilahan ini telah menghasilkan pengurangan signifikan volume sampah yang disimpan di tempat pembuangan sampah.

Since 2019, the Company's buildings in Jakarta have achieved compliance with DKI Jakarta Provincial Regulations. Through the utilization of third-party services, waste is sorted into distinct categories including metal, plastic, paper, and glass for recycling purposes, as well as organic waste and residue. This sorting process has led to a significant reduction in the volume of waste deposited in landfills.

Limbah Solid/Padat Solid Waste

dalam Kg | in Kg



Target Penurunan Limbah 10%
10% Waste Reduction Target

UPAYA PENGURANGAN LIMBAH

Perseroan secara berkelanjutan melakukan berbagai upaya untuk mengurangi emisi yang dihasilkan dari kegiatan operasional, khususnya yang berasal dari pengelolaan limbah. Pendekatan ini dilakukan melalui pengurangan limbah sejak sumbernya, optimalisasi proses pengolahan limbah, serta peningkatan pemanfaatan kembali (*reuse*) dan daur ulang (*recycle*) limbah.

Dalam pengelolaan limbah non-B3, Perseroan menerapkan sistem pemilahan limbah di sumber melalui segregasi limbah organik, non-organik, dan kertas. Upaya ini didukung dengan sosialisasi kepada tenant dan penghuni mengenai pentingnya pengurangan penggunaan bahan berbahaya serta dampak jangka panjang terhadap lingkungan. Selain itu, Perseroan juga mengoptimalkan pengelolaan limbah

WASTE REDUCTION EFFORTS

The Company continuously undertakes various initiatives to reduce emissions generated from its operational activities, particularly those related to waste management. This approach is implemented through waste reduction at source, optimization of waste treatment processes, and increased reuse and recycling practices.

In managing non-hazardous waste, the Company implements waste segregation at source by separating organic, non-organic, and paper waste. This effort is supported by awareness programs for tenants and occupants regarding the importance of reducing hazardous material usage and its long-term environmental impacts. In addition, the Company optimizes wastewater

cair melalui instalasi pengolahan air limbah (IPAL), sehingga sebagian air hasil olahan dapat dimanfaatkan kembali.

Sementara itu, dalam pengelolaan limbah B3, Perseroan memastikan seluruh limbah dikelola secara bertanggung jawab melalui kerja sama dengan pihak ketiga berizin. Perseroan juga mendorong pemanfaatan kembali limbah B3, seperti penggunaan oli bekas untuk pelumasan peralatan, pemanfaatan baterai bekas untuk kebutuhan cadangan daya, serta penerapan sistem trade-in untuk mengurangi timbulan limbah. Selain itu, Perseroan mengutamakan penggunaan bahan kimia yang telah memenuhi standar ISO 9001 dan ISO 14001 guna meminimalkan dampak terhadap lingkungan.

Upaya efisiensi juga dilakukan melalui pengelolaan operasional, seperti pengaturan penggunaan lampu untuk memperpanjang umur pakai dan mengurangi limbah elektronik. Seluruh inisiatif tersebut dilakukan sebagai bagian dari komitmen Perseroan dalam mencapai target pengurangan limbah sebesar 10%, yang secara tidak langsung berkontribusi terhadap penurunan emisi karbon dari aktivitas operasional.

Melalui pendekatan yang terintegrasi ini, Perseroan terus berupaya meningkatkan efektivitas pengelolaan limbah sekaligus mendukung upaya pengurangan emisi dalam jangka panjang. Hingga akhir periode pelaporan, Perseroan tidak mencatat adanya kejadian tumpahan limbah yang berpotensi menimbulkan dampak signifikan terhadap lingkungan maupun kesehatan manusia. [SEOJK F.15]

management through wastewater treatment plants (WWTP), allowing part of the treated water to be reused.

Meanwhile, in managing hazardous waste (B3), the Company ensures that all waste is handled responsibly through collaboration with licensed third parties. The Company also promotes the reuse of hazardous waste, such as utilizing used oil for equipment lubrication, repurposing used batteries for backup power systems, and implementing trade-in schemes to reduce waste generation. Furthermore, the Company prioritizes the use of chemicals that comply with ISO 9001 and ISO 14001 standards to minimize environmental impacts.

Operational efficiency measures are also implemented, such as optimizing lighting usage to extend equipment lifespan and reduce electronic waste. All these initiatives are part of the Company's commitment to achieving a 10% waste reduction target, which indirectly contributes to reducing carbon emissions from operational activities.

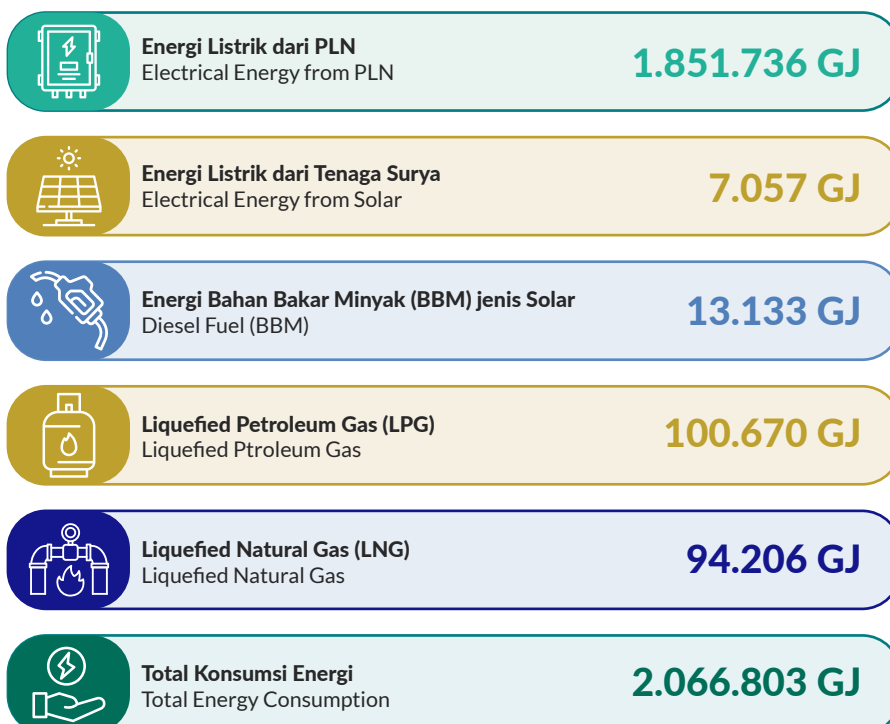
Through this integrated approach, the Company continues to enhance the effectiveness of waste management while supporting long-term emissions reduction efforts. As of the end of the reporting period, the Company did not record any incidents of waste spills that could potentially have a significant impact on the environment or human health. [SEOJK F.15]

PENGUNAAN ENERGI [SEOJK F.6, SEOJK F.7, GRI 302-1, GRI 302-2, GRI 302-3, GRI 302-4, GRI 302-5, ESG E-03]

ENERGY CONSUMPTION [SEOJK F.6, SEOJK F.7, GRI 302-1, GRI 302-2, GRI 302-3, GRI 302-4, GRI 302-5, ESG E-03]

Konsumsi Energi Tahun 2025
Energy Consumption in 2025

Penggunaan energi total: **2.066.803** Gigajoule
Total energy consumption: 2,066,803 Gigajoule





Komitmen Perseroan dalam menerapkan prinsip keberlanjutan tercermin melalui upaya yang konsisten dalam menginventarisasi dan mengelola jejak lingkungan dari seluruh kegiatan operasional. Sejak tahun 2021, Perseroan secara berkelanjutan melakukan pencatatan dan pelaporan penggunaan energi, emisi, air, serta aspek lingkungan lainnya yang mencakup seluruh unit operasional, termasuk fasilitas yang berada di dalam maupun di luar kawasan utama operasional Perseroan.

Pendekatan ini menjadi bagian dari upaya Perseroan untuk meningkatkan transparansi, akuntabilitas, serta efektivitas pengelolaan sumber daya, sekaligus mendukung pengambilan keputusan yang berbasis data dalam upaya peningkatan efisiensi energi dan pengurangan dampak lingkungan.

Berikut disajikan informasi mengenai jumlah penggunaan energi Perseroan dalam 3 (tiga) tahun terakhir sebagai bagian dari pemantauan kinerja energi secara berkelanjutan.

The Company's commitment to implementing sustainability principles is reflected through its consistent efforts in identifying and managing the environmental footprint of its operational activities. Since 2021, the Company has continuously recorded and reported energy consumption, emissions, water usage, and other environmental aspects across all operational units, including facilities located both within and outside the Company's core operational areas.

This approach forms part of the Company's efforts to enhance transparency, accountability, and effective resource management, while supporting data-driven decision-making to improve energy efficiency and reduce environmental impact.

The following presents the Company's energy consumption over the past three (3) years as part of its ongoing energy performance monitoring.

| Jenis Energi Types of Energy | Satuan Unit | 2025 | 2024 | 2023 |
|---|--------------------------------|-----------|-----------|-----------|
| 1. Energi Tak Terbarukan Non Renewable Energy | | | | |
| Listrik PLN PLN Electricity | Gigajoule | 1.851.736 | 1.730.913 | 1.659.561 |
| BBM (solar) Diesel Fuels | Gigajoule | 13.133 | 11.327 | 410.630 |
| LPG | Gigajoule | 100.670 | 68.690 | 166.545 |
| LNG | Gigajoule | 94.206 | 74.726 | 60.412 |
| 2. Total Energi Tak Terbarukan Total of Non Renewable Energy | | | | |
| Total Area (GFA) | m ² | 4.197.893 | 4.107.272 | 3.542.538 |
| 3. Intensitas Energi Tak Terbarukan Non Renewable Energy Intensity | | | | |
| 4. Energi Terbarukan Renewable Energy | | | | |
| Energi Tenaga Surya Solar Energy | Gigajoule | 7.057 | 6.452 | 1.337 |
| 5. Total Energi Terbarukan Total of Renewable Energy | | | | |
| Total Area (GFA) | m ² | 9.689 | 8.935 | 3.112 |
| 6. Intensitas Energi Terbarukan Renewable Energy Intensity | | | | |
| 7. Total Energi Total Energy | | | | |
| Total Area (GFA) | m ² | 4.207.582 | 4.116.206 | 3.545.650 |
| Intensitas Pemakaian Energi Energy Intensity | Gigajoule/m ² | 0,49 | 0,46 | 0,65 |
| 1. Pendapatan Revenue | | | | |
| | Rp-Miliar IDR-Billion | 7.111,11 | 6.670,81 | 6.200,44 |
| Intensitas Energi Energy Intensity | | | | |
| | GJ/Rp-Miliar GJ/IDR-Billion | 290,64 | 283,64 | 370,70 |

Di tahun 2025, intensitas energi Perseroan mengalami peningkatan dari tahun lalu, yaitu sebesar 0,49 GJ/m², meskipun begitu angka ini masih lebih rendah dibandingkan tahun 2023. Peningkatan ini terjadi seiring dengan meningkatnya kegiatan usaha Perseroan. Perseroan

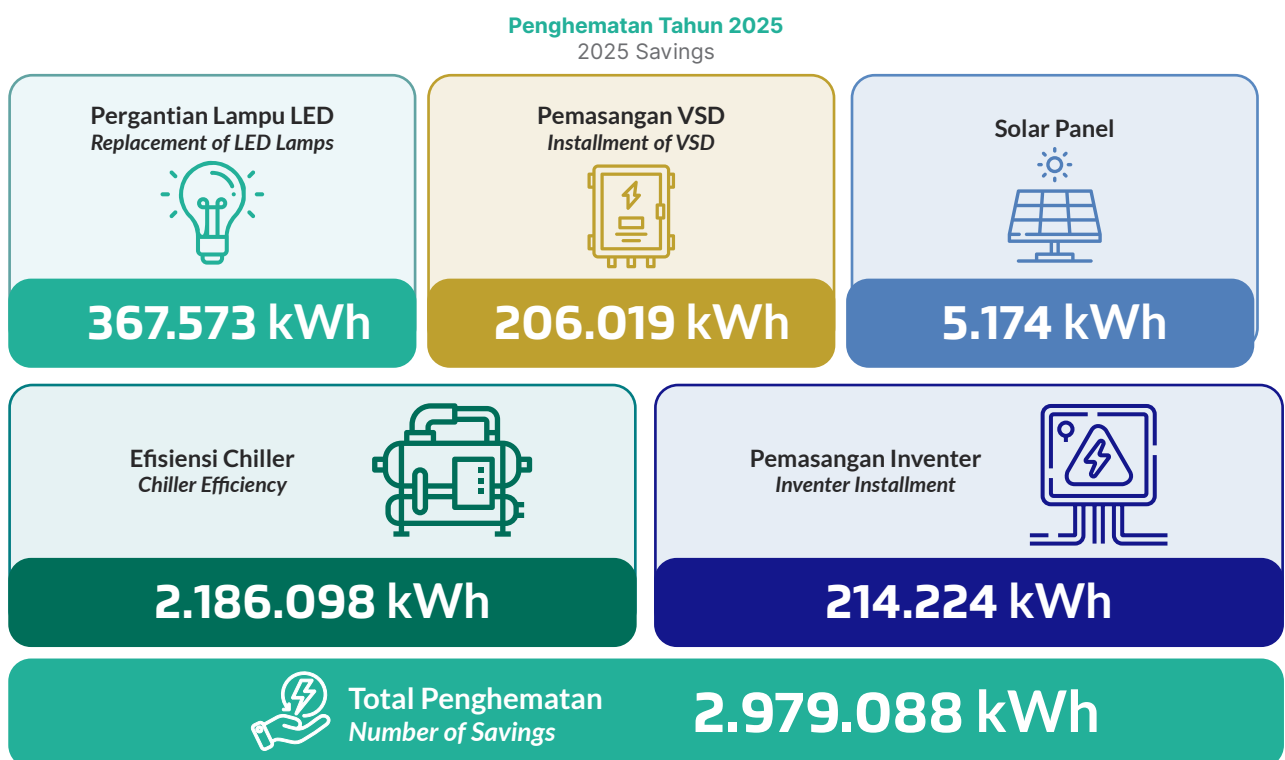
In 2025, the Company's energy intensity increased compared to the previous year, reaching 0.49 GJ/m². However, this figure remains lower than that recorded in 2023. The increase was in line with the expansion of the Company's operational activities. The Company remains

terus melanjutkan upaya-upaya penghematan energi dan melakukan berbagai inisiatif seperti di bawah ini:

1. Mengaplikasikan kebijakan hemat energi seperti menyalakan lampu atau fasilitas penerangan hanya pada saat dibutuhkan, memasang poster sebagai himbauan kepada karyawan untuk melakukan penghematan energi, dan sebagainya.
2. Menggunakan peralatan elektronik atau peralatan listrik yang hemat energi seperti menggunakan lampu hemat energi (LED), memasang VSD, memasang PSD motor circulation, menambahkan FCU trafo, mengganti escalator, dan sebagainya.
3. Menerapkan kontrol cermat bagi kendaraan operasional untuk menghemat bahan bakar.
4. Beralih ke sumber energi baru dan terbarukan.

committed to continuing its energy-saving initiatives and has implemented various measures, including the following:

1. Implementing energy-saving policies such as turning on lights or lighting facilities only when needed, putting on posters to remind employees to save energy, and so on.
2. Using energy-efficient electronic equipment or electrical equipment such as using energy-saving lamps (LEDs), installing VSDs, installing PSD motor circulation, adding FCU transformers, replacing escalators, and so on.
3. Implementing careful control for operational vehicles to save fuel.
4. Transitioning to new and renewable energy sources.



Upaya-upaya di atas berhasil menghemat energi listrik sebesar 9.270.311 kWh atau setara dengan Rp3,47 miliar.

The above efforts saved electrical energy by 9,270,311 kWh, equivalent to IDR3.47 billion.

Penghematan Energi | Energy Savings





EMISI [SEOJK F.11, SEOJK F.12, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5, GRI 305-6, GRI 305-7, ESG E-01, ESG E-02, ESG E-07]

Kegiatan operasional Perseroan menghasilkan emisi gas rumah kaca yang mencakup Cakupan 1, Cakupan 2, dan Cakupan 3. Emisi Cakupan 1 berasal dari sumber emisi langsung yang dihasilkan dari aktivitas operasional Perseroan, antara lain kebocoran refrigeran pada sistem pendingin udara, pembakaran bahan bakar pada kendaraan operasional, proses manufaktur dan industri, serta pembakaran stasioner, khususnya dari penggunaan generator di lokasi operasional.

Dalam melakukan penghitungan emisi Cakupan 1, Perseroan mengacu pada faktor emisi yang ditetapkan dalam Pedoman IPCC 2006, guna memastikan konsistensi dan akurasi dalam pelaporan emisi gas rumah kaca.

Berikut merupakan hasil penghitungan emisi Cakupan 1 Perseroan:



EMISSIONS [SEOJK F.11, SEOJK F.12, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5, GRI 305-6, GRI 305-7, ESG E-01, ESG E-02, ESG E-07]

The Company's operational activities generate greenhouse gas emissions covering Scope 1, Scope 2, and Scope 3. Scope 1 emissions originate from direct emission sources resulting from the Company's operational activities, including refrigerant leakage from air conditioning systems, fuel combustion from operational vehicles, manufacturing and industrial processes, as well as stationary combustion, particularly from generators at operational sites.

In calculating Scope 1 emissions, the Company refers to emission factors established in the IPCC 2006 Guidelines, to ensure consistency and accuracy in greenhouse gas emissions reporting.

The following presents the Company's Scope 1 emissions calculation:

dalam TonCO₂eq | In TonCO₂eq

| Cakupan Scopes | Uraian Description | 2025 | 2024 | 2023 |
|---------------------------------|-----------------------------------|------------------|------------------|------------------|
| Non-Land | | | | |
| Scope 1 | Stationary combustion | 1.198,78 | 1.054,60 | 1.288,54 |
| | Mobile combustion | 136,88 | 140,49 | 133,19 |
| | Mobile combustion (biogenic) | 15,24 | 14,58 | 14,81 |
| | Fugitive emissions (Refrigerants) | 7.967,08 | 7.843,51 | 6.849,16 |
| | Process emission | 9.177,93 | 7.965,20 | 7.149,96 |
| Scope 1 Non Land - Total | | 18.495,90 | 17.018,37 | 15.435,65 |

Sedangkan, emisi Cakupan 2 dihasilkan Perseroan dari listrik yang digunakan, dan dihitung menggunakan *Grid Location* dari Kementerian ESDM Republik Indonesia. Berikut perhitungan emisi cakupan 2 Perseroan:

While Scope 2 emissions are solely attributed to purchased electricity, and it measures by the Grid location based on data from the Ministry of Energy and Mineral Resources of the Republic of Indonesia. The following is the Company's Scope 2 emission calculation:

dalam TonCO₂eq | In TonCO₂eq

| Cakupan Scopes | Uraian Description | 2025 | 2024 | 2023 |
|---|---|-------------------|-------------------|-------------------|
| Non-Land | | | | |
| Scope 2 | Building-related purchased electricity - location based | 277.198,22 | 215.496,53 | 206.625,41 |
| | Non building-related purchased electricity - location based | 525,11 | 521,29 | 521,29 |
| Scope 2 Non Land - Total location based + heat and steam | | 227.723,34 | 216.017,82 | 207.146,70 |

Sementara emisi cakupan 3 dihasilkan dari konsumsi listrik para penyewa (*tenant*), perjalanan bisnis, limbah yang dihasilkan, perjalanan karyawan, transportasi dan distribusi hulu, kegiatan yang berhubungan dengan bahan bakar dan energi (tidak termasuk cakupan 1 dan

Scope 3 emissions is generated from downstream leased assets, business travel, waste generated in operations, employee commuting, upstream transportation and distribution, Fuel-and energy-related activities (not included in scope 1 or 2), and the construction materials

2) serta penggunaan bahan konstruksi dalam proyek pengembangan Kawasan. Penghitungan emisi cakupan 3 mengacu pada faktor emisi dari pedoman IPCC 2006. Berikut perhitungan emisi cakupan 3 Perseroan:

used in our real estate development projects. The calculation of Scope 3 emissions refers to emission factors based on the 2006 IPCC Guidelines. The following is the Company's Scope 3 emission calculation:

dalam TonCO₂eq | In TonCO₂eq

| Cakupan Scopes | Uraian Description | 2025 | 2024 | 2023 |
|-------------------|---|------------|-------------------|-------------------|
| Non-Land | | | | |
| Scope 3 | Purchased goods/services | 8.177,39 | 7.102,65 | 6.955,14 |
| | Capital goods | 16.005,22 | 34.748,96 | 2.656,38 |
| | Scope 3 Purchase good/service | 1.026,59 | 1.881,44 | 3.871,45 |
| | Fuel-and energy-related activities (not included in scope 1 or 2) | 114.223,16 | 106.429,56 | 100.413,40 |
| | Upstream transportation and distribution | 158,63 | 298,18 | 731,12 |
| | Waste generated in operations | 15.845,02 | 14.148,80 | 13.309,57 |
| | Business travel | 436,47 | 169,10 | 80,29 |
| | Employee commuting | 3.234,77 | 3.000,55 | 2.771,18 |
| | Use of sold products | 39.133,24 | 51.901,95 | 57.358,24 |
| | End-of-life treatment of sold products | 97,79 | 93,02 | 85,80 |
| | Downstream leased assets | 190.237,58 | 173.770,42 | 158.218,00 |
| | Fuel-and energy-related activities (not included in scope 1 or 2) | 2,54 | 2,43 | 2,47 |
| | Scope 3 Non Land - Total | | 388.578,39 | 393.547,05 |

Pada 2025, Perseroan menghasilkan emisi sebesar 246.219,24 tonCO₂e yang berasal dari Cakupan 1 dan 2, dengan kontribusi emisi terbesar ada di Cakupan 2 sebesar 92% dari total emisi tersebut. Sedangkan emisi dari Cakupan 3 mencapai 388.578,39 ton CO₂e. Berikut tabel emisi GRK Perseroan dalam 3 (tiga) tahun.

In 2025, the Company generated a total of 246,219.24 tons of CO₂e emissions from Scope 1 and 2 sources, with the largest contribution coming from Scope 2 emissions, accounting for 92% of the total. Meanwhile, Scope 3 emissions reached 388,578.39 tCO₂e. The following table presents the Company's greenhouse gas (GHG) emissions over the past three years:

Tabel Emisi GRK Berdasarkan Jenis
Table of GHG Emission by Scope

| Elemen Gas Rumah Kaca GHG Elements | Satuan Unit | 2025 | 2024 | 2023 |
|---|--------------------------------------|-----------|-----------|-----------|
| Emisi GRK Cakupan 1 Scope 1 GHG Emissions | Ton CO ₂ e | 18.496 | 17.018 | 15.436 |
| Emisi GRK Cakupan 2 Scope 2 GHG Emissions | Ton CO ₂ e | 227.723 | 216.018 | 207.147 |
| Emisi GRK Cakupan 3 Scope 3 GHG Emissions | Ton CO ₂ e | 388.578 | 393.547 | 346.452 |
| Total Emisi GRK Cakupan 1 dan 2 Total Scope 1 and 2 GHG Emissions | Ton CO ₂ e | 246.219 | 233.036 | 233.036 |
| Total Emisi GRK Cakupan 1, 2 dan 3 Total Scope 1, 2, and 3 GHG Emissions | Ton CO ₂ e | 634.798 | 626.583 | 569.035 |
| Total Pengurangan Emisi GRK Total Reduction of GHG Emissions | Ton CO ₂ e | (8.065) | (1.750) | (710) |
| Efisiensi Emisi Emission Efficiency | Ton CO ₂ e | 8.065 | 1.750 | 710 |
| Total Area | m ² | 4.207.582 | 4.116.206 | 3.674.305 |
| Intensitas GRK Cakupan 1 Scope 1 GHG Emissions Intensity | Ton CO ₂ e/m ² | 0,0044 | 0,0041 | 0,0042 |
| Intensitas GRK Cakupan 2 Scope 2 GHG Emissions Intensity | Ton CO ₂ e/m ² | 0,0541 | 0,0525 | 0,0564 |
| Intensitas GRK Cakupan 1 dan 2 Scope 1 and 2 GHG Emissions Intensity | Ton CO ₂ e/m ² | 0,0585 | 0,0566 | 0,0606 |

Tabel Emisi GRK Berdasarkan Jenis
Table of GHG Emission by Scope

| Elemen Gas Rumah Kaca GHG Elements | Satuan Unit | 2025 | 2024 | 2023 |
|---|--|-----------------|----------|----------|
| Intensitas GRK Cakupan 3 Scope 3 GHG Emissions Intensity | Ton CO ₂ e/m ² | 0,0924 | 0,0956 | 0,0943 |
| Total intensitas emisi Cakupan 1, 2, dan 3 Total Scope 1, 2, and 3 GHG Emissions Intensity | Ton CO ₂ e/m ² | 0,1509 | 0,1522 | 0,1549 |
| Pendapatan Revenue | Rp-Miliar IDR-Billion | 7.111,11 | 6.670,81 | 6.200,44 |
| Intensitas GRK Cakupan 1 Scope 1 GHG Emissions Intensity | Ton CO ₂ e/Rp-Miliar Ton CO ₂ e/IDR-Billion | 2,60 | 2,55 | 2,49 |
| Intensitas GRK Cakupan 2 Scope 2 GHG Emissions Intensity | Ton CO ₂ e/Rp-Miliar Ton CO ₂ e/IDR-Billion | 32,02 | 32,38 | 33,41 |
| Intensitas GRK Cakupan 1 dan 2 Scope 1 and 2 GHG Emissions Intensity | Ton CO ₂ e/Rp-Miliar Ton CO ₂ e/IDR-Billion | 34,62 | 34,93 | 35,90 |
| Intensitas GRK Cakupan 3 Scope 3 GHG Emissions Intensity | Ton CO ₂ e/Rp-Miliar Ton CO ₂ e/IDR-Billion | 54,64 | 59,00 | 55,88 |
| Intensitas GRK Cakupan 1, 2 dan 3 Scope 1, 2 and 3 GHG Emissions Intensity | Ton CO ₂ e/Rp-Miliar Ton CO ₂ e/IDR-Billion | 89,27 | 93,93 | 91,77 |

Keterangan | Remarks:

Emisi GRK yang dihasilkan Perseroan telah tersertifikasi dengan Tingkat terbatas dari TÜV SÜD
The Company's greenhouse gas (GHG) emissions have been certified with a Limited Level of Assurance by TÜV SÜD.

Selain emisi GRK, Perseroan juga melakukan perhitungan untuk emisi lainnya, seperti terlihat pada tabel berikut:

Apart from GHG emissions, the Company also calculates other emissions, as shown in the following table:

| Jenis ERK Types of GHG | Satuan Unit | 2025 | 2024 | 2023 |
|---------------------------------|---------------------------------------|------------------|-----------|-----------|
| CO2 | Ton CO ₂ eq | 272.096 | 248.609 | 414.404 |
| CH4 | Ton CO ₂ eq | 418 | 382 | 1.527 |
| N2O | Ton CO ₂ eq | 2.090 | 1.911 | 8 |
| HFC | Ton CO ₂ eq | 9.043 | 7.632 | 1.494 |
| Total | Ton CO ₂ eq | 283.646 | 258.534 | 417.434 |
| Total Area (GFA) | m ² | 4.207.582 | 4.116.206 | 3.674.305 |
| Intensitas ERK GHG Intensity | Ton CO ₂ eq/m ² | 0,0674 | 0,0628 | 0,1136 |

UPAYA PENGURANGAN EMISI GAS RUMAH KACA

Upaya pengurangan emisi gas rumah kaca Perseroan merupakan bagian integral dari implementasi strategi dekarbonisasi yang telah ditetapkan dalam kerangka strategi perubahan iklim Perseroan. Pendekatan ini dilakukan secara bertahap dan terukur dengan mengintegrasikan pengelolaan emisi ke dalam kegiatan operasional, pengelolaan aset, serta pengembangan inisiatif keberlanjutan yang berorientasi jangka panjang.

Sejalan dengan strategi dekarbonisasi Perseroan, fokus utama pengurangan emisi diarahkan pada peningkatan efisiensi energi, optimalisasi penggunaan sumber daya, serta penerapan teknologi yang mendukung operasional rendah karbon. Perseroan secara konsisten melakukan identifikasi sumber emisi utama dari kegiatan operasional, khususnya yang berasal dari konsumsi energi, penggunaan bahan bakar, serta aktivitas dalam rantai nilai.

GREENHOUSE GAS EMISSION REDUCTION EFFORTS

The Company's greenhouse gas emission reduction efforts form an integral part of the implementation of its decarbonization strategy as outlined in the Company's climate strategy framework. This approach is carried out in a gradual and measurable manner by integrating emission management into operational activities, asset management, and long-term sustainability initiatives.

In line with the Company's decarbonization strategy, emission reduction efforts primarily focus on improving energy efficiency, optimizing resource utilization, and adopting technologies that support low-carbon operations. The Company consistently identifies key emission sources from its operations, particularly those arising from energy consumption, fuel usage, and value chain activities.

Dalam implementasinya, Perseroan menjalankan berbagai inisiatif operasional yang mendukung penurunan emisi gas rumah kaca, antara lain melalui peningkatan efisiensi sistem pendingin udara, penggunaan teknologi pencahayaan hemat energi, serta optimalisasi sistem pengelolaan energi pada fasilitas operasional. Selain itu, Perseroan juga secara bertahap mengembangkan pemanfaatan energi terbarukan serta mendorong penerapan praktik operasional yang lebih efisien di seluruh unit usaha.

Perseroan juga mengintegrasikan upaya pengurangan emisi dalam pengelolaan aset dan pengembangan proyek baru, termasuk melalui penerapan prinsip bangunan hijau, optimalisasi desain yang lebih efisien energi, serta pemanfaatan teknologi yang mendukung pengurangan intensitas emisi karbon. Pendekatan ini sejalan dengan arah strategi dekarbonisasi Perseroan yang menitikberatkan pada transformasi operasional menuju sistem yang lebih efisien dan rendah emisi.

Selain itu, Perseroan juga mendorong keterlibatan pemangku kepentingan dalam mendukung upaya pengurangan emisi, termasuk melalui peningkatan kesadaran terhadap efisiensi energi serta penerapan praktik operasional yang berkelanjutan dalam pengelolaan aset dan fasilitas.

Melalui berbagai inisiatif tersebut, Perseroan berupaya memastikan bahwa pengurangan emisi gas rumah kaca dapat dilakukan secara konsisten, terukur, dan selaras dengan roadmap dekarbonisasi serta target penurunan emisi yang telah ditetapkan.

Informasi lengkap mengenai program dekarbonisasi Perseroan dapat dilihat pada Bab Strategi Iklim dalam laporan ini.

PEMASANGAN SOLAR PANEL

Per tahun 2025, Perseroan telah memasang solar panel di lima gedung properti Perseroan, yaitu Gandaria City yang dipasang pada Mei 2023, Tunjungan Plaza yang dipasang pada September 2023, Pakuwon Mall Jogja yang dipasang pada Maret 2024, Royal Plaza yang dipasang pada Desember 2024, dan Four Points Kuta yang dipasang pada Agustus 2025 dengan total kapasitas 1.875,81 kWp yang mampu menghasilkan Listrik sebesar 2.157.706 kWh/tahun dan mengurangi emisi GRK sebesar 1.361,02 Ton CO₂eq/tahun.

| Gedung Terpasang Solar Panel Solar Panel- Equipped Building | Luas Area Terpasang Total Installed Area (m ²) | Kapasitas Capacity (kWp) | Listrik yang dihasilkan Electricity Generated | | Pengurangan Emisi GRK (Ton CO ₂ /tahun) GHG Avoidance (Ton CO ₂ /year) |
|---|--|-----------------------------|--|---------------------|--|
| | | | kWh/tahun kWh/year | GJ/tahun GJ/year | |
| Gandaria City | 2.610 | 544,46 | 431.155 | 1.256 | 279,23 |
| Tunjungan Plaza | 502 | 104,64 | 137.553 | 81 | 110,04 |
| Pakuwon Mall Jogja | 988 | 206,01 | 300.775 | 1.083 | 183,94 |
| Royal Plaza | 4.835 | 863,50 | 1.120.104 | 4.032 | 685,00 |
| Four Points Kuta | 755 | 157,20 | 168.120 | 605,23 | 102,81 |
| Jumlah Total | 9.689 | 1.875,81 | 2.157.706 | 7.057,39 | 1.361,02 |

In practice, the Company implements various operational initiatives to support greenhouse gas emission reduction, including improving the efficiency of air-conditioning systems, adopting energy-efficient lighting technologies, and optimizing energy management systems across operational facilities. In addition, the Company gradually expands the use of renewable energy and promotes more efficient operational practices across its business units.

The Company also integrates emission reduction efforts into asset management and new project development, including the application of green building principles, optimization of energy-efficient design, and the adoption of technologies that support lower carbon emission intensity. This approach is aligned with the Company's decarbonization strategy, which emphasizes the transformation of operations toward more efficient and low-emission systems.

Furthermore, the Company encourages stakeholder engagement in supporting emission reduction efforts, including raising awareness on energy efficiency and promoting sustainable operational practices in asset and facility management.

Through these initiatives, the Company aims to ensure that greenhouse gas emission reductions are implemented consistently, measurably, and in alignment with its decarbonization roadmap and established emission reduction targets.

Complete information regarding the Company's decarbonization program can be found in the Climate Strategy Chapter of this report.

INTALLMENT OF SOLAR PANEL

In 2025, the Company installed solar panels on five of its property buildings: Gandaria City (installed in May 2023), Tunjungan Plaza (September 2023), Pakuwon Mall Jogja (March 2024), Royal Plaza (December 2024), and Four Points Kuta (August 2025). The total installed capacity reached 1,875.81 kWp, generating approximately 2,157,706 kWh of electricity per year and reducing GHG emissions by 1,361.02 Ton CO₂eq/year.



AIR [SEOJK F.8, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5, ESG E-04]



Perseroan menggunakan air dari Perusahaan Daerah Air Minum (PDAM) untuk kegiatan domestik seperti Mandi Cuci Kakus (MCK). Di tahun 2025, jumlah air yang diambil Perseroan dari sumbernya sebanyak 4.182.784 M³, meningkat 7% dari tahun lalu. Berikut, tabel penggunaan air Perseroan selaman 3 (tiga) tahun:



Tabel Konsumsi Air

Table of Water Consumption



| Sumber Air Source of water | Wilayah Operasional Operating Area | 2025 | | | |
|---|---------------------------------------|---------------------------------|-----------------------------------|-----------------------------------|----------------------------------|
| | | Pengambilan Air Water Intake | Konsumsi Air Water Consumption | Daur Ulang Air Water Recycling | Pembuangan Air Water Disposal |
| Air Permukaan Surface water | Jakarta | 70.180 | - | - | - |
| Air tanah Ground Water | Jakarta, Surabaya, Solo, Jogja, Bali | 539.387 | 539.387 | - | - |
| Air hujan Rainwater | | - | - | - | - |
| Air PDAM PDAM Water | Jakarta, Surabaya, Solo, Jogja, Bali | 3.573.217 | 3.573.217 | 1.242.721 | 2.224.559 |
| Jumlah Pemanfaatan Air Total Water Utilization | | 4.182.784 | 4.112.604 | 1.242.721 | 2.224.559 |

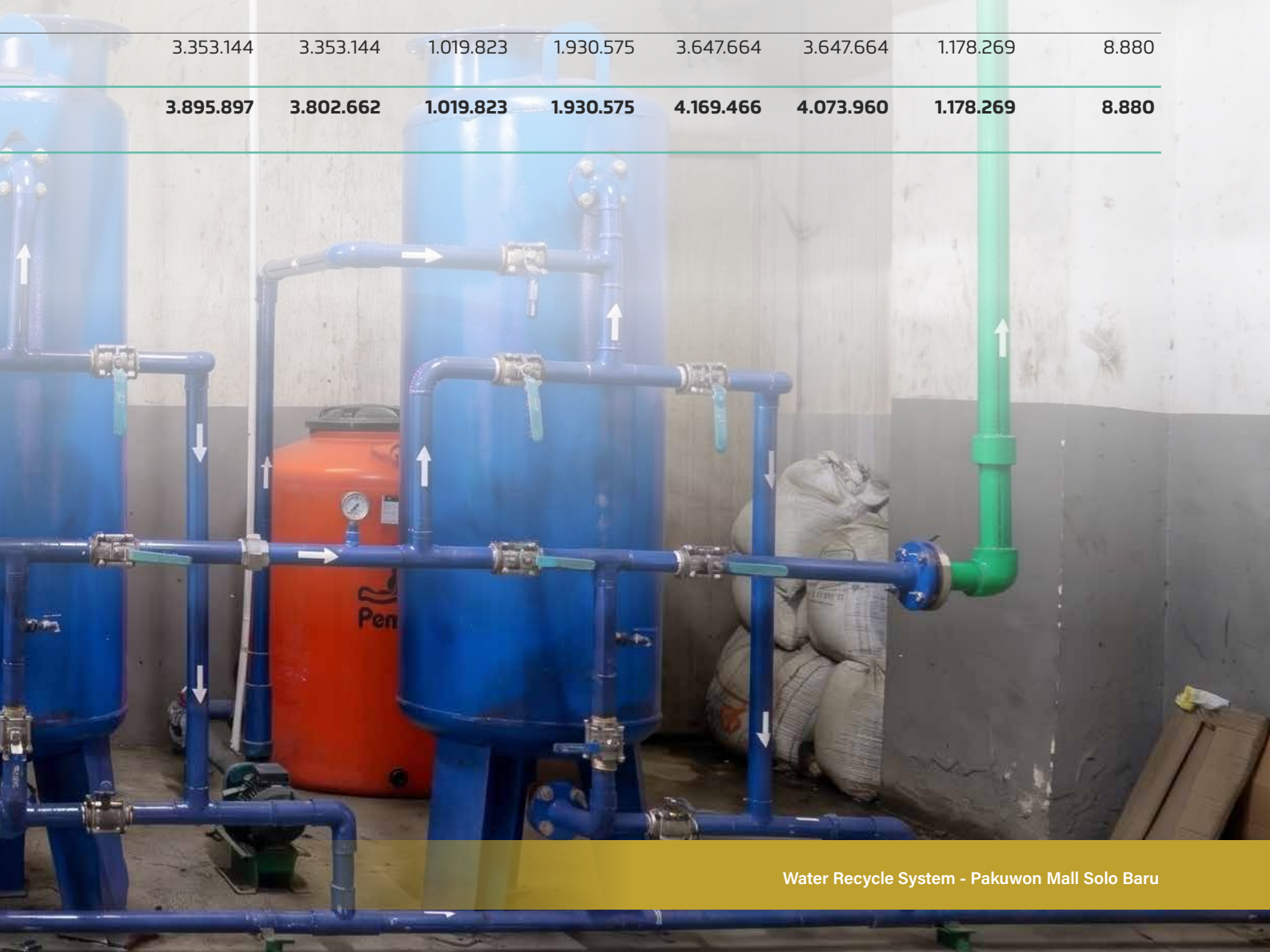
WATER [SEOJK F.8, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5, ESG E-04]

The Company utilizes water supplied by the Regional Water Utility (PDAM) for domestic activities such as bathing, washing, and sanitation (MCK). In 2025, the total volume of water drawn by the Company from this source was 4,182,784 M³, representing a 7% increase compared to the previous year. The table below shows the Company's water usage over the past three (3) years:



Jumlah Pemanfaatan Air
Total Water Utilization (m3)

| 2024 | | | | 2023 | | | |
|---------------------------------|-----------------------------------|-----------------------------------|----------------------------------|---------------------------------|-----------------------------------|-----------------------------------|----------------------------------|
| Pengambilan Air Water Intake | Konsumsi Air Water Consumption | Daur Ulang Air Water Recycling | Pembuangan Air Water Disposal | Pengambilan Air Water Intake | Konsumsi Air Water Consumption | Daur Ulang Air Water Recycling | Pembuangan Air Water Disposal |
| 93.235 | - | - | - | 95.506 | - | - | - |
| 449.518 | 449.518 | - | - | 426.296 | 426.296 | - | - |
| - | - | - | - | - | - | - | - |
| 3.353.144 | 3.353.144 | 1.019.823 | 1.930.575 | 3.647.664 | 3.647.664 | 1.178.269 | 8.880 |
| 3.895.897 | 3.802.662 | 1.019.823 | 1.930.575 | 4.169.466 | 4.073.960 | 1.178.269 | 8.880 |



Water Recycle System - Pakuwon Mall Solo Baru



Seiring meningkatnya jumlah pengambilan air Perseroan, maka intensitas pemakaian air Perseroan juga ikut naik yaitu sebesar 0,98 m³/m². Penurunan ini mencerminkan kemampuan Perseroan dalam mengelola penggunaan air.

As the Company's water withdrawal increased, its water use intensity also increased to 0.98 m³/m². This reduction reflects the Company's ability to manage water usage efficiently.



| Uraian Description | Satuan Unit | Intensitas Air Water Intensity (M3/M2) | | |
|---|--------------------------------|---|-----------|-----------|
| | | 2025 | 2024 | 2023 |
| Total Area (GFA) | M ² | 4.207.582 | 4.116.206 | 3.674.304 |
| Intensitas Pemakaian Air Water Intensity | M ³ /m ² | 0,98 | 0,92 | 1,11 |



UPAYA PENGHEMATAN AIR

Perseroan secara berkelanjutan mendorong peningkatan kesadaran karyawan terhadap pentingnya konservasi air melalui berbagai inisiatif internal, termasuk kampanye penghematan air di lingkungan operasional. Upaya ini didukung dengan pemasangan materi komunikasi seperti poster hemat air di area operasional, penggunaan keran air otomatis untuk mengendalikan konsumsi air, serta pemeliharaan infrastruktur melalui perbaikan segera terhadap kebocoran pipa. Selain itu, Perseroan juga melakukan penghijauan di sekitar wilayah operasional sebagai bagian dari upaya menjaga kualitas serta ketersediaan air tanah secara berkelanjutan.

WATER CONSERVATION EFFORTS

The Company continuously promotes employee awareness regarding water conservation through various internal initiatives, including water-saving campaigns across its operational areas. These efforts are supported by the installation of water conservation communication materials such as posters, the use of automatic water faucets to control water consumption, and infrastructure maintenance through prompt repair of leaking pipes. In addition, the Company implements greening initiatives in operational areas as part of its efforts to maintain groundwater quality and sustainability.



Perseroan juga terus meningkatkan pemanfaatan air daur ulang melalui optimalisasi kinerja Instalasi Pengolahan Air Limbah (*Sewage Treatment Plant/STP*) dalam mengolah air limbah menjadi air yang dapat digunakan kembali. Air hasil daur ulang dimanfaatkan untuk berbagai kebutuhan operasional, antara lain sebagai suplai air untuk sistem pendingin (*Cooling Tower*), pembilasan toilet, serta penyiraman area lanskap.

The Company also continues to enhance the utilization of recycled water by optimizing the performance of its Sewage Treatment Plant (STP) in treating wastewater for reuse. Recycled water is utilized for various operational purposes, including supply for cooling systems (Cooling Tower), toilet flushing, and landscape irrigation.

Secara keseluruhan, pada tahun 2025, volume air daur ulang di seluruh portofolio bangunan Pakuwon mencapai 1.242.721 m³, meningkat sebesar 22% dibandingkan tahun sebelumnya. Peningkatan ini mencerminkan komitmen Perseroan dalam mengoptimalkan efisiensi penggunaan air sekaligus mengurangi ketergantungan terhadap sumber air bersih.

Overall, in 2025, the volume of recycled water across Pakuwon's building portfolio is reached 1,242,721 m³, representing an increase of 22% compared to the previous year. This improvement reflects the Company's commitment to optimizing water efficiency while reducing reliance on freshwater resources.

Berikut Strategi yang dilakukan Perseroan untuk memitigasi risiko kekurangan air:

1. Memetakan kebutuhan air baik tahap konstruksi maupun operasional mulai dari tahap pra konstruksi.
2. Memanfaatkan air daur ulang dari Instalasi Pengolahan Air Limbah (STP) secara ekstensif pada seluruh proses konstruksi.
3. Menerapkan perlengkapan dan perlengkapan hemat air untuk meminimalkan konsumsi air.
4. Merancang sistem STP terintegrasi yang bertujuan untuk mengoptimalkan daur ulang air untuk operasional gedung.

The following are strategies implemented by the Company to mitigate the risk of water shortages:

1. Mapping the water requirements for both construction and operational phases from the pre-construction stage.
2. Utilizing recycled water from Sewage Treatment Plants (STP) extensively throughout the construction process.
3. Implementing water-efficient fittings and fixtures to minimize water consumption.
4. Designing an integrated STP system aimed at optimizing water recycling for building operations.

Tabel Penghematan Air
Table of water efficiency water

| Efficiency water | Lokasi Location | Satuan Unit | 2025 | 2024 | 2023 |
|---|--|----------------------------------|------------------|------------------|------------------|
| Volume Air Daur Ulang Volume of Recycling Water | | | | | |
| Air Daur Ulang Recycling Water | Surabaya dan Jawa Tengah Surabaya and Central Java | M ³ | 624.177 | 630.491 | 604.297 |
| Air Daur Ulang Recycling Water | Jakarta | M ³ | 618.544 | 389.332 | 573.972 |
| Total | | M³ | 1.242.721 | 1.019.823 | 1.178.269 |
| Nilai Air Daur Ulang Value of Recycling Water | | | | | |
| Air Daur Ulang Recycling Water | Surabaya dan Jawa Tengah Surabaya and Central Java | Rp-Miliar IDR-Billion | 2,81 | 2,84 | 2,72 |
| Air Daur Ulang Recycling Water | Jakarta | Rp-Miliar IDR-Billion | 4,05 | 2,55 | 3,76 |
| Total | | Rp-Miliar IDR-Billion | 6,86 | 5,39 | 6,48 |

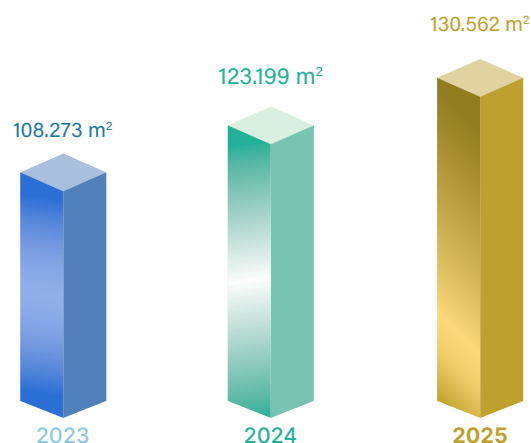
KEANEKARAGAMAN HAYATI [SEOJK F.9, SEOJK F.10]

Perseroan telah melakukan penilaian risiko lingkungan secara menyeluruh untuk memastikan bahwa operasi Perseroan tidak berdampak negatif terhadap keanekaragaman hayati. Sampai saat ini, tidak ada operasi Perseroan yang berlokasi di dalam atau di dekat kawasan lindung atau kawasan dengan keanekaragaman hayati alami tinggi. Selain itu, tidak satu pun operasi Perseroan yang mengakibatkan konversi lahan, hilangnya kawasan ekosistem alami, atau menimbulkan ancaman bagi spesies tanaman dan hewan yang terancam punah. Perseroan berupaya meminimalkan gangguan terhadap ekosistem dan bentang alam yang ada dengan memastikan bahwa alokasi ruang terbuka hijau sesuai dengan peraturan setempat.

BIODIVERSITY [SEOJK F.9, SEOJK F.10]

The Company performs a thorough environmental risk assessment to ensure that our operations do not adversely impact biodiversity. To date, none of our operating sites are located in or near any protected areas or areas that poses high natural biodiversity value. In addition, none of the Company's operations have resulted in a conversion or loss of natural ecosystem areas or posed a threat to endangered plant and animal species. The Company strives to minimize any disturbances to the existing ecosystem and natural landscape, and to ensure that sufficient green open spaces are allocated in accordance with local regulations.

Ruang Terbuka Hijau Green Spaces



Selain itu, Perseroan juga melakukan penanaman pohon di sekitar wilayah operasional yaitu di Pakuwon City dan Grand Pakuwon City, yang mampu menyerap CO₂ per tahun sekitar 415 tonCO₂ per tahun.

In addition, the Company also plants trees around operational areas, namely in Pakuwon City and Grand Pakuwon City, which are capable of absorbing around 415 tonCO₂ per year.

Tabel Penanaman Pohon
Table of Tree Planted

| Lokasi Location | Satuan Unit | 2025 | 2024 | 2023 |
|--|--|--------|--------|--------|
| Pakuwon City | Pohon Tree | 13.804 | 13.369 | 13.282 |
| Grand Pakuwon | Pohon Tree | 5.062 | 4.818 | 4.342 |
| Jumlah Pohon yang Ditanam Total of Tree Planted | Pohon Tree | 18.866 | 18.187 | 17.624 |
| Penyerapan Emisi GRK Absorbing of GHG Emission | Ton CO ₂ /tahun TonCO ₂ /year | 415 | 400 | 388 |







 PT. Pakuwon Jati Tbk.

Kinerja Sosial

Social Performance



Dengan komposisi tenaga kerja lokal yang mencapai hampir 100% dari total 3.478 karyawan, Perseroan menegaskan perannya dalam mendorong pertumbuhan ekonomi lokal serta menciptakan dampak sosial yang berkelanjutan.

With local workforce composition reaching nearly 100% of a total of 3,478 employees, the Company reinforces its role in driving local economic growth and creating sustainable social impact.





Menciptakan SDM Berkualitas dan Lingkungan yang Aman



Establishment of Quality Human Resources And Safe Environmenta



KETENAGAKERJAAN & PRAKTIK KERJA YANG BERTANGGUNG JAWAB

EMPLOYMENT & RESPONSIBLE LABOR PRACTICE



Pendekatan Manajemen [GRI 3-3] Management Approach

| | |
|--|---|
| <p>Indikator Pengungkapan Key Disclosures</p> | <p>Ketenagakerjaan [GRI 401-1], [GRI 401-2], [GRI 401-3] Remunerasi [GRI 202-1] Keanekaragaman dan Kesempatan Setara Pekerja Anak dan Tenaga Kerja Paksa [GRI 408-1], [GRI 409-1] Employment Diversity and Equa Opportunity [GRI 405-1], [GRI 405-2]. [GRI 406-1]</p> |
| <p>Mengapa Penting Importance</p> | <p>Karyawan merupakan aset strategis Perseroan yang berperan penting dalam mendukung keberlangsungan usaha dan pencapaian kinerja jangka panjang. Pengelolaan ketenagakerjaan yang mengedepankan prinsip hak asasi manusia, kesetaraan kesempatan, serta perlindungan kesehatan dan keselamatan kerja diyakini mampu meningkatkan produktivitas, keterlibatan, dan loyalitas karyawan. Employees are strategic assets that play a vital role in supporting business sustainability and long-term performance. Employment management that upholds human rights, equal opportunity, and occupational health and safety is believed to enhance productivity, engagement, and employee loyalty.</p> |
| <p>Cakupan Scope</p> | <p>Cakupan pelaporan meliputi seluruh kegiatan operasional Perseroan termasuk entitas anak yang berada dalam kendali operasional Perseroan. The scope of reporting covers all operational activities of the Company, including subsidiaries under the Company's operational control.</p> |
| <p>Inisiatif Initiatives</p> | <p>Perseroan menerapkan praktik ketenagakerjaan yang bertanggung jawab melalui kebijakan dan program yang mengedepankan penghormatan terhadap hak asasi manusia, kesetaraan kesempatan, serta kepatuhan terhadap peraturan perundang-undangan. Implementasinya mencakup proses rekrutmen yang adil dan transparan, pemberian remunerasi sesuai standar yang berlaku, serta penciptaan lingkungan kerja yang aman, sehat, dan bebas dari diskriminasi. Perseroan juga memastikan tidak adanya praktik pekerja anak dan tenaga kerja paksa, serta mendorong lingkungan kerja yang inklusif yang didukung oleh mekanisme pelaporan untuk menyampaikan keluhan atau dugaan pelanggaran secara aman. The Company implements responsible labor practices through policies and programs that uphold human rights, equal opportunity, and compliance with applicable regulations. This includes fair and transparent recruitment processes, remuneration aligned with applicable standards, and the creation of a safe, healthy, and discrimination-free workplace. The Company also ensures the absence of child labor and forced labor practices and promotes an inclusive workplace supported by grievance mechanisms that enable employees to report concerns safely.</p> |
| <p>Penanggung Jawab dan Cara Evaluasi Kinerja Person in Charge and Performance Evaluation Method</p> | <p>Pengawasan kinerja sosial khususnya aspek ketenagakerjaan berada di bawah koordinasi Komite Keberlanjutan yang diketuai oleh Direktur Keuangan. Pelaksanaan operasional didukung oleh bidang SDM dan K3 yang bertanggung jawab dalam implementasi kebijakan serta pemantauan kinerja terkait ketenagakerjaan dan keselamatan kerja. Evaluasi kinerja dilakukan secara berkala melalui penetapan Key Performance Indicators (KPI), audit internal, serta pelaporan kepada Direksi dan Komite Keberlanjutan untuk memastikan efektivitas implementasi program. The oversight of social performance, particularly employment aspects, is under the coordination of the Sustainability Committee chaired by the Finance Director. Operational implementation is supported by the Human Resources and OHS function responsible for policy implementation and monitoring employment and safety performance. Performance evaluation is conducted periodically through KPI setting, internal audits, and reporting to the Board of Directors and the Sustainability Committee to ensure effective program implementation.</p> |
| <p>Pemangku Kepentingan Terdampak Impacted Stakeholders</p> | <ul style="list-style-type: none"> • Internal: Manajemen, Karyawan • Eksternal: Mitra kerja, kontraktor, dan tenaga kerja pihak ketiga • Internal: Management, Employees • External: Business partners, contractors, and third-party workers |



PENGUATAN KAPABILITAS SUMBER DAYA MANUSIA UNTUK Mendukung KINERJA BERKELANJUTAN PERSEROAN

PT Pakuwon Jati Tbk menempatkan Sumber Daya Manusia (SDM) sebagai elemen strategis dalam menciptakan nilai tambah dan menjaga kesinambungan kinerja usaha. Dalam menghadapi dinamika industri properti dan pusat perbelanjaan yang semakin kompetitif, kualitas talenta dan kesiapan organisasi menjadi faktor kunci dalam mempertahankan pertumbuhan yang berkelanjutan.

Sepanjang tahun 2025, Perseroan mengarahkan pengelolaan SDM pada penguatan kompetensi dan kesiapan organisasi melalui pendekatan yang terintegrasi dan berkelanjutan. Program pengembangan difokuskan pada peningkatan kapabilitas teknis, penguatan soft skills, serta pemberian pengalaman lintas fungsi untuk mendukung fleksibilitas dan efektivitas kinerja individu.

Perseroan juga terus memperkuat internalisasi nilai-nilai I-CARE (Integrity, Collaboration, Agility, Resilience, Excellence) sebagai fondasi budaya kerja yang mendukung kinerja unggul. Nilai-nilai tersebut diintegrasikan secara konsisten dalam seluruh proses pengelolaan SDM, mulai dari rekrutmen hingga sistem penghargaan, sehingga tercipta keselarasan antara perilaku individu dan arah strategis Perseroan.

OPTIMALISASI DIGITAL DALAM PENGELOLAAN SDM

Perseroan terus memperkuat peran teknologi digital dalam pengelolaan SDM sebagai bagian dari upaya meningkatkan efektivitas organisasi dan kualitas pengambilan keputusan. Pemanfaatan Human Resources Information System (HRIS) yang terintegrasi memungkinkan pengelolaan data karyawan secara lebih akurat, transparan, dan terstruktur, sekaligus mendukung pengelolaan siklus hidup karyawan secara menyeluruh.

Integrasi sistem ini memberikan dasar yang lebih kuat dalam memahami profil karyawan, memantau kinerja, serta mengidentifikasi kebutuhan pengembangan secara lebih tepat. Selain itu, digitalisasi juga mendorong terciptanya sistem manajemen kinerja yang lebih objektif dan akuntabel melalui penggunaan indikator yang terukur.

STRENGTHENING HUMAN CAPITAL CAPABILITIES TO SUPPORT SUSTAINABLE COMPANY PERFORMANCE

PT Pakuwon Jati Tbk places human capital as a strategic element in creating value and sustaining business performance. Amid the increasingly competitive dynamics of the property and retail industry, talent quality and organizational readiness are critical factors in maintaining sustainable growth.

Throughout 2025, the Company focused its human capital management on strengthening competencies and organizational readiness through an integrated and sustainable approach. Development programs were directed at enhancing technical capabilities, strengthening soft skills, and providing cross-functional exposure to support individual flexibility and performance effectiveness.

The Company continues to reinforce the internalization of its I-CARE values (Integrity, Collaboration, Agility, Resilience, Excellence) as the foundation of a high-performance culture. These values are consistently embedded across all human capital processes, from recruitment to reward systems, ensuring alignment between individual behavior and the Company's strategic direction.

DIGITAL OPTIMIZATION IN HUMAN CAPITAL MANAGEMENT

The Company continues to strengthen the role of digital technology in human capital management as part of enhancing organizational effectiveness and decision-making quality. The integrated Human Resources Information System (HRIS) enables more accurate, transparent, and structured employee data management, while supporting end-to-end employee lifecycle management.

This system integration provides a stronger foundation for understanding employee profiles, monitoring performance, and identifying development needs more accurately. In addition, digitalization supports the establishment of a more objective and accountable performance management system through measurable indicators.



Perseroan juga mengembangkan ekosistem pembelajaran digital guna memperluas akses pelatihan secara fleksibel dan berkelanjutan. Pendekatan ini memperkuat budaya continuous learning serta mendukung peningkatan kompetensi karyawan secara mandiri.



Perseroan secara konsisten memperkuat pemanfaatan teknologi digital dalam pengelolaan SDM sebagai bagian dari peningkatan efektivitas operasional dan kualitas pengambilan keputusan. Implementasi ini dilakukan secara terukur dengan mempertimbangkan kebutuhan bisnis dan kesiapan organisasi, sekaligus diarahkan untuk membangun pengelolaan talenta yang lebih adaptif, terintegrasi, dan berorientasi jangka panjang.



PENGELOLAAN TALENTA DAN AKSELERASI KEPEMIMPINAN



Perseroan mengelola talenta sebagai bagian integral dari strategi jangka panjang dalam memastikan keberlanjutan kinerja dan kesiapan organisasi menghadapi pertumbuhan bisnis. Pendekatan yang diterapkan tidak hanya berfokus pada pencapaian kinerja saat ini, tetapi juga pada pengembangan potensi individu untuk mendukung kebutuhan organisasi di masa mendatang.



Melalui sistem manajemen kinerja yang terstruktur, Perseroan secara berkelanjutan melakukan pemetaan kinerja dan potensi karyawan guna mengidentifikasi talenta kunci (key talent) serta menyusun rencana pengembangan yang sesuai. Pendekatan ini memungkinkan Perseroan untuk membangun pipeline kepemimpinan yang lebih terarah dan berkelanjutan di seluruh lini organisasi.

Dalam rangka mempercepat kesiapan kepemimpinan, Perseroan mengimplementasikan berbagai program pengembangan yang dirancang untuk memperluas perspektif dan pengalaman karyawan. Program tersebut mencakup penugasan lintas fungsi, keterlibatan dalam proyek strategis, serta pembinaan langsung melalui coaching dan mentoring oleh pimpinan.

Selain itu, Perseroan juga menekankan pentingnya pembelajaran berbasis pengalaman (experiential learning) sebagai bagian dari proses pembentukan kepemimpinan yang adaptif. Melalui eksposur terhadap berbagai situasi bisnis, karyawan didorong untuk mengembangkan kemampuan pengambilan keputusan, kepemimpinan tim, serta pemecahan masalah secara komprehensif.

Perseroan secara bertahap memperkuat integrasi antara pengelolaan talenta dan perencanaan suksesi untuk memastikan kesinambungan kepemimpinan pada posisi-posisi strategis. Dengan pendekatan ini, organisasi memiliki kesiapan yang lebih baik dalam menghadapi perubahan serta menjaga stabilitas operasional dan arah pertumbuhan usaha.

The Company also develops a digital learning ecosystem to expand access to training in a flexible and continuous manner. This approach strengthens a culture of continuous learning and supports self-driven competency development.

The Company consistently strengthens the utilization of digital technologies in human capital management as part of enhancing operational effectiveness and decision-making quality. This implementation is carried out in a measured manner while also aimed at building a more adaptive, integrated, and long-term oriented talent management approach.

TALENT MANAGEMENT AND LEADERSHIP ACCELERATION

The Company manages talent as an integral part of its long-term strategy to ensure sustainable performance and organizational readiness in supporting business growth. The approach extends beyond current performance achievements, emphasizing the development of individual potential to meet future organizational needs.

Through a structured performance management system, the Company continuously maps employee performance and potential to identify key talents and design appropriate development plans. This approach enables the Company to build a more structured and sustainable leadership pipeline across all levels of the organization.

To accelerate leadership readiness, the Company implements various development programs designed to broaden employees' perspectives and experiences. These programs include cross-functional assignments, involvement in strategic projects, and direct coaching and mentoring by leaders.

In addition, the Company emphasizes experiential learning as a key element in shaping adaptive leadership. Through exposure to diverse business situations, employees are encouraged to develop decision-making capabilities, team leadership skills, and comprehensive problem-solving abilities.

The Company gradually strengthens the integration between talent management and succession planning to ensure leadership continuity in strategic positions. Through this approach, the organization is better prepared to navigate change while maintaining operational stability and growth direction.

PENDEKATAN PEOPLE-CENTRIC DALAM MENJAWAB TANTANGAN MODERN

Perseroan terus menyesuaikan kebijakan dan praktik pengelolaan SDM untuk merespons perubahan lingkungan bisnis, termasuk digitalisasi, keberlanjutan, serta kebutuhan akan keseimbangan kehidupan kerja. Dalam hal ini, Perseroan mengedepankan pendekatan people-centric yang menempatkan karyawan sebagai fokus utama dalam pengambilan keputusan.

Berbagai inisiatif dilakukan untuk menciptakan lingkungan kerja yang inklusif, sehat, dan produktif, sekaligus mendorong peningkatan employee engagement. Perseroan juga melakukan penyesuaian struktur organisasi dan metode kerja guna meningkatkan fleksibilitas dan kolaborasi.

KOLABORASI STRATEGIS DALAM PENGEMBANGAN TALENTA

Perseroan memandang kolaborasi eksternal sebagai salah satu pendekatan strategis dalam memastikan keberlanjutan pasokan talenta yang selaras dengan kebutuhan bisnis. Dalam hal ini, kemitraan dengan institusi pendidikan tinggi tidak hanya berfungsi sebagai sumber rekrutmen, tetapi juga sebagai sarana untuk membangun ekosistem pengembangan talenta yang lebih terintegrasi.

Melalui kerja sama tersebut, Perseroan secara aktif terlibat dalam berbagai inisiatif yang bertujuan untuk menjembatani kebutuhan industri dengan kesiapan talenta. Program yang dijalankan mencakup campus hiring, talent scouting, kuliah tamu, serta program magang terstruktur yang dirancang untuk memberikan eksposur awal terhadap dunia kerja dan karakteristik industri properti dan pusat perbelanjaan.

Pendekatan ini memungkinkan Perseroan untuk mengidentifikasi potensi talenta sejak tahap awal, sekaligus memberikan pembinaan yang relevan dengan kebutuhan kompetensi di dunia kerja. Dengan demikian, proses transisi dari dunia pendidikan ke dunia profesional dapat berlangsung lebih efektif dan terarah.

Selain aspek rekrutmen, kolaborasi ini juga berperan dalam memperkuat employer branding Perseroan sebagai organisasi yang adaptif, inklusif, dan berorientasi pada pengembangan karir jangka panjang. Kehadiran Perseroan dalam berbagai kegiatan akademik dan pengembangan karir turut meningkatkan visibilitas serta daya tarik Perseroan di kalangan talenta muda.

Dalam pelaksanaannya, Perseroan secara konsisten menjalin sinergi dengan pusat karir universitas, berpartisipasi dalam job fair, serta menyelenggarakan company visit dan career talk. Inisiatif ini menjadi bagian dari upaya Perseroan dalam memperkenalkan sektor properti dan pusat perbelanjaan sebagai industri yang dinamis serta memiliki peluang pengembangan karir yang luas.

PEOPLE-CENTRIC APPROACH IN ADDRESSING MODERN CHALLENGES

The Company continuously adapts its human capital policies and practices to respond to changes in the business environment, including digitalization, sustainability, and work-life balance. In this regard, the Company adopts a people-centric approach that places employees at the center of decision-making.

Various initiatives are implemented to create an inclusive, healthy, and productive work environment while enhancing employee engagement. The Company also refines its organizational structure and working methods to improve flexibility and collaboration.

STRATEGIC COLLABORATION IN TALENT DEVELOPMENT

The Company views external collaboration as a strategic approach to ensuring a sustainable talent pipeline aligned with business needs. In this regard, partnerships with higher education institutions serve not only as recruitment channels but also as platforms to build a more integrated talent development ecosystem.

Through these partnerships, the Company actively engages in initiatives aimed at bridging industry requirements with talent readiness. Programs include campus hiring, talent scouting, guest lectures, and structured internship programs designed to provide early exposure to the working environment and the characteristics of the property and retail industry.

This approach enables the Company to identify potential talent at an early stage while providing development aligned with workplace competency requirements. As a result, the transition from academic to professional environments becomes more effective and structured.

Beyond recruitment, these collaborations also strengthen the Company's employer branding as an adaptive, inclusive organization that supports long-term career development. The Company's presence in academic and career-related activities enhances its visibility and attractiveness among young talents.

In its implementation, the Company consistently collaborates with university career centers, participates in job fairs, and organizes company visits and career talks. These initiatives form part of the Company's efforts to position the property and retail sector as a dynamic



PENERAPAN PRAKTIK KETENAGAKERJAAN YANG ADIL DAN BERBASIS HAK ASASI MANUSIA [ESG S-09]



PT Pakuwon Jati Tbk menerapkan prinsip pengelolaan karyawan yang berlandaskan pada penghormatan terhadap hak asasi manusia serta praktik ketenagakerjaan yang adil dan setara. Perseroan memastikan bahwa setiap individu diperlakukan tanpa diskriminasi dalam seluruh siklus hubungan kerja, mulai dari proses rekrutmen, pengembangan kompetensi, hingga pengelolaan kinerja dan pemberian kesempatan karir.



Dalam upaya menciptakan lingkungan kerja yang aman, bermartabat, dan saling menghormati, Perseroan secara konsisten memperkuat penerapan standar etika dan perilaku profesional melalui kebijakan internal yang mengatur tata kelola perilaku di tempat kerja. Kebijakan ini mencakup larangan terhadap segala bentuk tindakan yang bertentangan dengan norma kesusilaan, termasuk pelecehan seksual, penyalahgunaan wewenang, maupun bentuk perilaku tidak etis lainnya yang berpotensi menimbulkan ketidaknyamanan atau ketidaksetaraan.



Perseroan juga memberikan perhatian khusus terhadap perlindungan kelompok karyawan yang berpotensi berada dalam posisi rentan, termasuk karyawan perempuan, dengan memastikan tersedianya mekanisme pencegahan dan penanganan yang jelas, transparan, dan dapat diakses oleh seluruh karyawan. Hal ini didukung oleh penerapan sistem pelaporan pelanggaran (whistleblowing system) yang memungkinkan setiap individu untuk menyampaikan laporan secara aman, rahasia, dan bertanggung jawab.



Sebagai bagian dari komitmen terhadap penerapan prinsip-prinsip tersebut, Perseroan secara berkelanjutan melakukan sosialisasi kebijakan, peningkatan kesadaran, serta penguatan budaya kerja yang menjunjung tinggi integritas dan saling menghormati. Sepanjang tahun 2025, Perseroan tidak mencatat adanya insiden pelanggaran hak asasi manusia, termasuk diskriminasi maupun perilaku tidak etis di lingkungan kerja. [ESG S-08], [ESG S-07]

IMPLEMENTATION OF FAIR AND HUMAN RIGHTS-BASED EMPLOYMENT PRACTICES [ESG S-09]

PT Pakuwon Jati Tbk applies employee management principles grounded in respect for human rights and fair and equitable labor practices. The Company ensures that every individual is treated without discrimination throughout the employment lifecycle, from recruitment and competency development to performance management and career opportunities.

In fostering a safe, respectful, and dignified workplace, the Company consistently reinforces ethical standards and professional conduct through internal policies governing workplace behavior. These policies prohibit all forms of conduct that violate moral and ethical norms, including sexual harassment, abuse of authority, and other inappropriate behaviors that may create discomfort or inequality.

The Company also places particular emphasis on protecting employees who may be in vulnerable positions, including female employees, by ensuring the availability of clear, transparent, and accessible prevention and grievance mechanisms. This is supported by the implementation of a whistleblowing system that enables individuals to report concerns safely, confidentially, and responsibly.

As part of its commitment to these principles, the Company continuously conducts policy socialization, awareness enhancement, and cultural reinforcement initiatives that uphold integrity and mutual respect. Throughout 2025, the Company did not record any incidents related to human rights violations, including discrimination or unethical conduct in the workplace. [ESG S-08], [ESG S-07]

Komitmen Perseroan: Zero Tolerance terhadap Pelanggaran Hak Asasi Manusia

Perseroan menerapkan kebijakan zero tolerance terhadap segala bentuk pelanggaran hak asasi manusia di seluruh kegiatan operasional. Komitmen ini mencakup larangan terhadap diskriminasi, pelecehan, tenaga kerja anak, kerja paksa, serta segala bentuk perlakuan yang tidak adil atau tidak bermartabat di lingkungan kerja.

Implementasi Utama

- Penerapan kebijakan anti-diskriminasi dan kode etik Perusahaan
- Mekanisme pelaporan pelanggaran (whistleblowing system) yang aman dan rahasia
- Sosialisasi dan peningkatan kesadaran terkait perilaku etis di tempat kerja
- Pengawasan dan evaluasi secara berkala terhadap kepatuhan kebijakan

Kinerja 2025

Sepanjang tahun 2025, Perseroan tidak mencatat adanya insiden pelanggaran hak asasi manusia, termasuk diskriminasi, pelecehan, maupun praktik tenaga kerja anak dan kerja paksa. [SEOJK F.19], [GRI 406-1], [GRI 408-1], [GRI 409-1], [ESG S-07], [ESG S-10]

Company Commitment: Zero Tolerance on Human Rights Violations

The Company adopts a zero tolerance policy toward all forms of human rights violations across its operations. This commitment includes the prohibition of discrimination, harassment, child labor, forced labor, and any form of unfair or undignified treatment in the workplace.

Key Implementation Measures

- Implementation of anti-discrimination policies and the Company's code of conduct
- A secure and confidential whistleblowing system
- Awareness programs on ethical workplace behavior
- Ongoing monitoring and evaluation of policy compliance

2025 Performance

Throughout 2025, the Company recorded zero incidents related to human rights violations, including discrimination, harassment, child labor, and forced labor. [SEOJK F.19], [GRI 406-1], [GRI 408-1], [GRI 409-1], [ESG S-07], [ESG S-10]

KEBERAGAMAN DAN KESETARAAN GENDER [GRI 406-1], [SEOJK F.18], [ESG S-01]

Perseroan menjunjung tinggi prinsip keberagaman dan kesetaraan dalam pengelolaan sumber daya manusia sebagai bagian dari upaya menciptakan lingkungan kerja yang inklusif dan berkeadilan. Perseroan memastikan bahwa tidak terdapat praktik diskriminasi dalam bentuk apa pun, baik berdasarkan suku, ras, agama, gender, maupun latar belakang lainnya, dalam seluruh aspek hubungan kerja.

Perseroan meyakini bahwa keberagaman yang dikelola secara optimal dapat memberikan nilai tambah bagi organisasi, khususnya dalam mendorong terciptanya inovasi, memperkaya perspektif dalam pengambilan keputusan, serta meningkatkan kualitas kinerja secara keseluruhan.

Sebagai wujud implementasi prinsip tersebut, Perseroan terus memantau komposisi tenaga kerja guna memastikan terciptanya keseimbangan dan kesempatan yang setara bagi seluruh karyawan. Informasi lebih lanjut mengenai komposisi keberagaman karyawan disajikan pada tabel berikut. [GRI 405-1]

DIVERSITY AND GENDER EQUALITY [GRI 406-1], [SEOJK F.18], [ESG S-01]

The Company upholds the principles of diversity and equality in human capital management as part of its commitment to fostering an inclusive and equitable workplace. The Company ensures that there are no discriminatory practices of any kind, whether based on ethnicity, race, religion, gender, or other backgrounds, across all aspects of employment.

The Company believes that well-managed diversity provides added value to the organization, particularly in fostering innovation, enriching perspectives in decision-making, and enhancing overall performance.

As part of implementing these principles, the Company continuously monitors workforce composition to ensure balanced representation and equal opportunities for all employees. Further information regarding workforce diversity composition is presented in the table below. [GRI 405-1]

Tabel keanekaragaman karyawan [GRI 405-1]
Tabel keanekaragaman karyawan

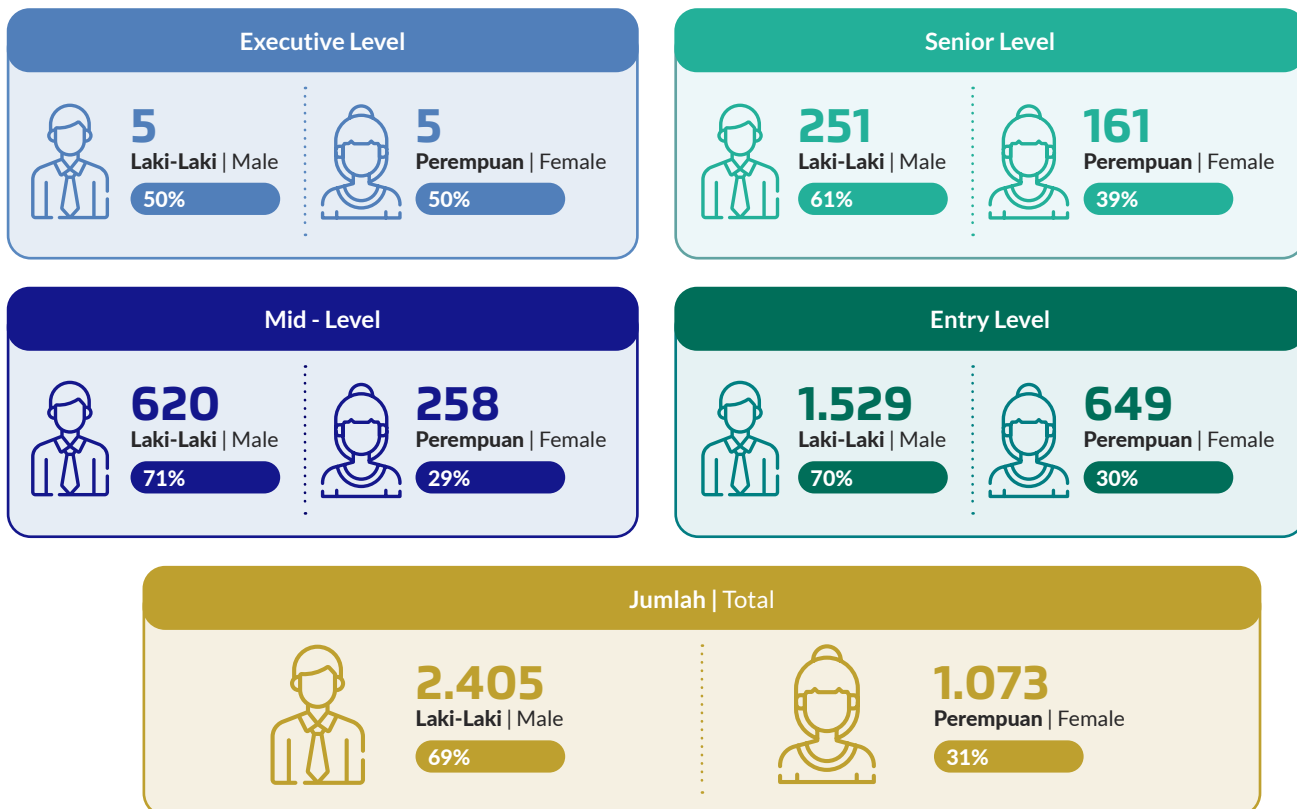
| Uraian Description [GRI 405-1] | 2025 | | | 2024 | | | 2023 | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | L M | P F | Total | L M | P F | Total | L M | P F | Total |
| Dewan Komisaris Board of Commissioners | 2 | 2 | 4 | 2 | 1 | 3 | 2 | 1 | 3 |
| 18-24 tahun years old | - | - | - | - | - | - | - | - | - |
| 25-34 tahun years old | - | - | - | - | - | - | - | - | - |
| 35-44 tahun years old | - | - | - | - | - | - | - | - | - |
| 45-54 tahun years old | - | 1 | 1 | - | - | - | - | - | - |
| >55 tahun years old | 2 | 1 | 3 | 2 | 1 | 3 | 2 | 1 | 3 |
| Dewan Direksi Board of Directors | 3 | 3 | 6 | 4 | 2 | 6 | 4 | 2 | 6 |
| 18-24 tahun years old | - | - | - | - | - | - | - | - | - |
| 25-34 tahun years old | - | - | - | - | - | - | - | - | - |
| 35-44 tahun years old | - | - | - | - | - | - | - | - | - |
| 45-54 tahun years old | - | 1 | 1 | 1 | - | 1 | 1 | - | 1 |
| >55 tahun years old | 3 | 2 | 5 | 3 | 2 | 5 | 3 | 2 | 5 |
| Karyawan Employee | 2.400 | 1.068 | 3.468 | 2.326 | 968 | 3.294 | 2.148 | 873 | 3.021 |
| 18-24 tahun years old | 163 | 183 | 346 | - | - | - | - | - | - |
| 25-34 tahun years old | 935 | 500 | 1.435 | 709 | 451 | 1.160 | 607 | 383 | 990 |
| 35-44 tahun years old | 748 | 239 | 987 | 818 | 313 | 1.131 | 748 | 314 | 1.062 |
| 45-54 tahun years old | 466 | 118 | 584 | 587 | 138 | 725 | 565 | 133 | 698 |
| >55 tahun years old | 88 | 28 | 116 | 212 | 66 | 278 | 228 | 43 | 271 |
| Total Direksi + Karyawan Total Directors + Employee | 2.405 | 1.073 | 3.478 | 2.332 | 971 | 3.303 | 2.154 | 876 | 3.030 |



Keberagaman karyawan yang dikelola secara inklusif menjadi landasan penting dalam menciptakan lingkungan kerja yang adil dan setara. Dalam konteks tersebut, Perseroan memandang kesetaraan gender sebagai bagian integral dari upaya untuk memastikan bahwa setiap individu, tanpa memandang jenis kelamin, memiliki akses yang setara terhadap peluang pengembangan, partisipasi, dan kontribusi dalam organisasi.

An inclusive approach to workforce diversity serves as a fundamental basis for creating a fair and equitable workplace. In this context, the Company views gender equality as an integral part of its efforts to ensure that every individual, regardless of gender, has equal access to opportunities for development, participation, and contribution within the organization.

Tabel Kesetaraan Gender [S-01] Table of Gender Equality



REKRUTMEN KARYAWAN

Sepanjang tahun 2025, Perseroan secara aktif melakukan proses rekrutmen untuk mendukung kebutuhan operasional dan pengembangan bisnis. Jumlah karyawan yang direkrut tercatat sebanyak 621 orang, sementara jumlah karyawan yang keluar dari Perseroan sebanyak 446 orang.

Pergerakan karyawan tersebut mencerminkan dinamika pengelolaan sumber daya manusia yang selaras dengan kebutuhan organisasi, termasuk upaya Perseroan dalam menjaga keseimbangan antara ekspansi bisnis, efisiensi operasional, serta penguatan kualitas tenaga kerja.

Informasi lebih rinci mengenai jumlah karyawan yang direkrut dan keluar disajikan pada tabel berikut. [GRI 401-1]

EMPLOYEE RECRUITMENT

Throughout 2025, the Company actively conducted recruitment activities to support operational needs and business development. A total of 621 employees were recruited, while 446 employees exited the Company.

This workforce movement reflects the dynamics of human capital management aligned with organizational needs, including the Company's efforts to balance business expansion, operational efficiency, and workforce quality enhancement.

Further details on employee recruitment and turnover are presented in the table below. [GRI 401-1]

Tabel Karyawan Masuk dan Keluar
Table of Incoming and Outgoing Employees

| Keterangan Description | Karyawan Masuk Incoming Employee | | | Karyawan Keluar Outgoing Employee | | |
|---|-------------------------------------|------------|------------|--------------------------------------|------------|------------|
| | L M | P F | Total | L M | P F | Total |
| 2025 | | | | | | |
| Total Karyawan Number of Employees | 403 | 218 | 621 | 330 | 116 | 446 |
| Karyawan berdasarkan usia Employee based on age | | | | | | |
| 18-24 tahun years old | 20 | 6 | 26 | 239 | 66 | 305 |
| 25-34 tahun years old | 282 | 186 | 468 | 1 | 19 | 20 |
| 35-44 tahun years old | 72 | 16 | 88 | 50 | 20 | 70 |
| 45-54 tahun years old | 26 | 9 | 35 | - | - | - |
| >55 tahun years old | 3 | 1 | 4 | 40 | 11 | 51 |
| Karyawan berdasarkan wilayah operasional Employee based on operating area | | | | | | |
| Jakarta | 165 | 96 | 261 | 83 | 23 | 106 |
| Surabaya | 166 | 83 | 249 | 164 | 39 | 203 |
| Bali | 6 | 6 | 12 | 5 | 8 | 13 |
| Yogya | 60 | 25 | 85 | 76 | 40 | 116 |
| Solo | 6 | 8 | 14 | 2 | 6 | 8 |
| 2024 | | | | | | |
| Total Karyawan Number of Employees | 397 | 213 | 610 | 219 | 118 | 337 |
| Karyawan berdasarkan usia Employee based on age | | | | | | |
| <31 tahun years old | 234 | 147 | 381 | 72 | 74 | 146 |
| 31-40 tahun years old | 126 | 52 | 178 | 62 | 30 | 92 |
| 41-50 tahun years old | 36 | 13 | 49 | 48 | 10 | 58 |
| >51 tahun years old | 1 | 1 | 2 | 37 | 4 | 41 |
| Karyawan berdasarkan wilayah operasional Employee based on operating area | | | | | | |
| Jakarta | 165 | 60 | 225 | 85 | 39 | 124 |
| Surabaya | 191 | 124 | 315 | 103 | 60 | 163 |
| Bali | 9 | 14 | 23 | 1 | 4 | 5 |
| Yogya | 30 | 12 | 42 | 29 | 11 | 40 |
| Solo | 2 | 3 | 5 | 1 | 4 | 5 |
| 2023 | | | | | | |
| Total Karyawan Number of Employees | 347 | 194 | 541 | 232 | 142 | 374 |
| Karyawan berdasarkan usia Employee based on age | | | | | | |
| <31 tahun years old | 165 | 134 | 299 | 76 | 85 | 161 |
| 31-40 tahun years old | 134 | 45 | 179 | 90 | 38 | 128 |
| 41-50 tahun years old | 39 | 12 | 51 | 38 | 13 | 51 |

Tabel Karyawan Masuk dan Keluar
Table of Incoming and Outgoing Employees

| Keterangan Description | Karyawan Masuk Incoming Employee | | | Karyawan Keluar Outgoing Employee | | |
|---|-------------------------------------|-------|-------|--------------------------------------|-------|-------|
| | L M | P F | Total | L M | P F | Total |
| >51 tahun years old | 9 | 3 | 12 | 28 | 6 | 34 |
| Karyawan berdasarkan wilayah operasional Employee based on operating area | | | | | | |
| Jakarta | 154 | 64 | 218 | 58 | 28 | 86 |
| Surabaya | 174 | 114 | 288 | 169 | 90 | 259 |
| Yogya | 18 | 10 | 28 | 4 | 22 | 26 |
| Solo | - | - | - | - | - | - |

Dari tabel di atas, terlihat bahwa jumlah karyawan masuk lebih tinggi dibandingkan jumlah karyawan keluar, yang mencerminkan adanya penguatan kapasitas sumber daya manusia seiring dengan perkembangan usaha Perseroan. Tingkat perputaran karyawan yang terjadi masih berada dalam kisaran yang wajar dan mencerminkan dinamika tenaga kerja, khususnya pada kelompok usia awal karir yang cenderung memiliki tingkat mobilitas lebih tinggi.

From the table above, it can be seen that the number of incoming employees exceeds the number of outgoing employees, reflecting the strengthening of human capital capacity in line with the Company's business growth. The turnover level remains within a reasonable range and reflects workforce dynamics, particularly among early-career employees who tend to have higher mobility.

Perputaran Karyawan [ESG S-03]
Employee Turnover

| Perputaran Karyawan Employee Turnover | Satuan Unit | 2025 | 2024 | 2023 |
|---|-----------------|-------|-------|-------|
| Karyawan masuk (rekrutmen) Incoming Employee (recruitment) | orang people | 621 | 610 | 541 |
| Persentase Karyawan Masuk Percentage of Incoming Employee | % | 17,9% | 18,5% | 17,9% |
| Karyawan Keluar Outgoing Employee | | | | |
| Pensiun alami Nature Retirement | orang people | 28 | 36 | 29 |
| Meninggal Passed Away | orang people | 3 | 7 | 5 |
| Mengundurkan Diri * Resignation | orang people | 391 | 289 | 312 |
| Diberhentikan Karena Melakukan Pelanggaran Dismissed for Committing Violations | orang people | 24 | 5 | 28 |
| Jumlah Total | orang people | 446 | 337 | 374 |
| Persentase Karyawan Keluar Percentage of Outgoing Employee | % | 12,8% | 10,2% | 12,3% |
| Persentase Turnover Turnover Percentage | % | 13,2% | 10,6% | 12,8% |
| *Alasan Mengundurkan Diri Reason of Resignation | | | | |
| Atas Permintaan Sendiri Personal Reason | orang people | 321 | 225 | 224 |
| Tidak Berkinerja Baik Not Performed | orang people | 39 | 56 | 31 |
| Kontrak Berakhir Contract Ended | orang people | 31 | 8 | 57 |

REMUNERASI DAN KESEJAHTERAAN KARYAWAN

Perseroan menerapkan sistem remunerasi karyawan yang kompetitif sesuai dengan upah minimum yang berlaku di area operasional, sebagaimana diatur oleh ketentuan perundang-undangan yang berlaku. Imbalan atas jasa karyawan tetap golongan terendah sebesar kurang lebih atau sama dengan upah minimum provinsi yang ditetapkan oleh Pemerintah. Begitu pula dengan rasio standar upah karyawan entry level terhadap upah minimum provinsi diberikan kurang lebih atau sama. [SEOJK F.20, GRI 202-1]

EMPLOYEE REMUNERATION AND WELFARE

The Company implements a competitive employee remuneration system in accordance with the applicable minimum wage rate in the operational area, as stipulated by applicable laws and regulations. The compensation for the services of the lowest class permanent employees is more or less the same as the provincial minimum wage set by the Government. Likewise, the ratio of standard entry level wages compared to the provincial minimum wage is given more or less or almost the same. [SEOJK F.20, GRI 202-1]

| Area Operasional Operating Area | Provinsi/Daerah Province/Regional | Rasio Standar Upah Karyawan Entry Level Ratios of standard entry level wage | | Upah Minimum Provinsi Regional Provincial/ Regional Minimum Wage | Imbal Jasa Karyawan Tingkat Terendah Salary of the Lowest Employee | Presentase Percentage |
|------------------------------------|--------------------------------------|--|---------------------|--|--|--------------------------|
| | | Laki-laki Male | Perempuan Female | | | |
| | | (%) | (%) | (Rp IDR) | (Rp IDR) | (%) |
| 2025 | | | | | | |
| Jakarta | Jakarta | 105% | 105% | 5.397.000 | 5.647.000 | 105% |
| Greater Jakarta | Bekasi, Jawa Barat | 100% | 100% | 5.690.752 | 5.700.000 | 100% |
| Surabaya | Surabaya | 100% | 100% | 5.025.588 | 5.025.588 | 100% |
| Yogyakarta | D.I Yogyakarta | 100% | 100% | 2.489.717 | 2.489.717 | 100% |
| Solo | Jawa Tengah | 100% | 100% | 2.359.500 | 2.359.500 | 100% |
| Bali | Bali | 100% | 100% | 3.534.338 | 3.534.338 | 100% |
| 2024 | | | | | | |
| Jakarta | Jakarta | 100% | 100% | 5.396.761 | 5.396.761 | 100% |
| Surabaya | Surabaya | 100% | 100% | 4.725.497 | 4.725.497 | 100% |
| Yogyakarta | D.I Yogyakarta | 100% | 100% | 2.282.486 | 2.282.486 | 100% |
| Solo | Jawa Tengah | 100% | 100% | 2.269.070 | 2.269.070 | 100% |
| Bali | Bali | 100% | 100% | 3.318.628 | 3.318.628 | 100% |
| 2023 | | | | | | |
| Jakarta | Jakarta | 100% | 100% | 5.067.381 | 5.067.381 | 100% |
| Surabaya | Surabaya | 101% | 101% | 4.525.479 | 4.562.818 | 101% |
| Yogyakarta | D.I Yogyakarta | 100% | 100% | 2.204.581 | 2.204.581 | 100% |
| Solo | Jawa Tengah | 100% | 100% | 2.204.581 | 2.204.581 | 100% |
| Bali | Bali | 100% | 100% | 3.163.837 | 3.163.837 | 100% |

Perseroan juga tidak membedakan gaji pokok dan remunerasi yang didapat oleh karyawan perempuan dan laki-laki. Pemberian gaji pokok dan remunerasi antara perempuan dan laki-laki diberikan secara proporsional berdasarkan kinerja dan level jabatan, seperti terlihat pada tabel berikut. [GRI 405-2]

The company also does not differentiate the basic salary and remuneration received by female and male employees. Basic salaries and remuneration between female and male are given proportionally based on performance and position level, as shown in the following table. [GRI 405-2]

Rasio Gaji Pokok dan Remunerasi Perempuan Terhadap Laki-laki [GRI 202-1]

Ratio of basic salary and remuneration of women to men



Selain memberikan remunerasi, Perusahaan juga memberikan fasilitas dan benefit bagi karyawan yang jenis dan besarnya disesuaikan dengan jenjang jabatan karyawan, seperti yang terlihat pada tabel di bawah ini. [GRI 401-2]

In addition to providing remuneration, the Company provides facilities and benefits for employees, the type and amount of which are adjusted according to the employee's position level, as shown in the following table. [GRI 401-2]

| No | Jenis Remunerasi dan Fasilitas Types of Remuneration and Facilities | Karyawan Tetap Permanent Employees | Karyawan Tidak Tetap Non-Permanent Employees |
|--|--|---|---|
| 1. | Gaji Pokok Salary | Ya Yes | Ya Yes |
| 2. | Insentif Incentive | Ya Yes | Ya Yes |
| Tunjangan Allowances | | | |
| 1. | Tunjangan Hari Raya Religious Holiday Allowance | Ya Yes | Ya Yes |
| 2. | Tunjangan Jabatan Struktural Structural Position Allowance | Ya Yes | Tidak No |
| 3. | Tunjangan Pajak Tax Allowance | Ya, kecuali sektor hospitality Yes, except hospitality | Ya, kecuali sektor hospitality Yes, except hospitality |
| 4. | Tunjangan Kemahalan Expensive Allowance | Tidak No | Tidak No |
| 5. | Bantuan Istirahat Tahunan Annual Rest Allowance | Tidak No | Tidak No |
| 6. | Uang Perjalanan Dinas Business Travel Allowance | Ya, kecuali sektor hospitality Yes, except hospitality | Ya, kecuali sektor hospitality Yes, except hospitality |
| 7. | Upah Kerja Lembur Overtime Work Allowance | Ya, kecuali sektor hospitality Yes, except hospitality | Ya, kecuali sektor hospitality Yes, except hospitality |
| 8. | Tunjangan Transport Transportation Allowance | Tidak No | Tidak No |
| 9. | Tunjangan Kerja Shift Shift Work Allowance | Tidak No | Tidak No |
| 10. | BPJS Kesehatan, tenaga kerja, pensiun, dll BPJS Health, Employment, pension, etc. | Ya Yes | Ya Yes |
| 11. | Jabatan Sementara Acting Allowance | Tidak No | Tidak No |
| 12. | Tunjangan HP HP Allowance | Ya Yes | Ya, kecuali sektor hospitality Yes, except hospitality |
| Fasilitas/Benefit Facilities/Benefits | | | |

| No | Jenis Remunerasi dan Fasilitas Types of Remuneration and Facilities | Karyawan Tetap Permanent Employees | Karyawan Tidak Tetap Non-Permanent Employees |
|-------------------------|--|---|---|
| 1. | Pakaian Seragam dan/atau Pakaian Kerja Uniform | Ya Yes | Ya Yes |
| 2. | Asuransi Tenaga Kerja Labor Insurance | Ya Yes | Ya Yes |
| 3. | Asuransi Kesehatan untuk karyawan dan keluarga Health Insurance for employees an families | Ya Yes | Ya, kecuali sektor hospitality Yes, except hospitality |
| 4. | Fasilitas Mutasi (Uang pindah, perumahan/penggantian perumahan) Transfer Facilities (Transfer money, housing/housing replacement) | Ya, kecuali sektor hospitality Yes, except hospitality | Tidak No |
| 5. | Bantuan kacamata Eyeglasses Assistance | Ya Yes | Ya, kecuali sektor hospitality Yes, except hospitality |
| 6. | Iuran dana Kesehatan pension Pension Health Fund Contribution | Tidak No | Tidak No |
| 7. | Program kemudahan (Soft Loan) Ibadah Umroh Soft Loan for Umrah/Pilgrimage | Tidak No | Tidak No |
| 8. | Bantuan Kepemilikan Kendaraan (COP) Car Ownership Program (COP) | Ya, kecuali sektor hospitality Yes, except hospitality | Tidak No |
| 9. | Apresiasi Momen Khusus Pegawai (Pernikahan, Kelahiran Anak, dan Ulang Tahun Pernikahan) Appreciation Moment for Employees (Wedding Ceremony, Childbirth, and Wedding Anniversary) | Tidak, kecuali PJ-Jakarta No, except PJ-Jakarta | Tidak, kecuali PJ-Jakarta No, except PJ-Jakarta |
| Cuti Leaves | | | |
| 1. | Cuti Tahunan Annual Leaves | Ya Yes | Ya Yes |
| 2. | Cuti Istimewa Special Leave | Ya Yes | Ya Yes |
| 3. | Cuti Sakit Sick Leave | Ya Yes | Ya Yes |
| 4. | Cuti Diluar Tanggungan Unpaid Leave | Ya Yes | Ya Yes |
| 5. | Cuti Ibadah Religious Activity Leave | Ya Yes | Ya, kecuali sektor hospitality Yes, except hospitality |
| 6. | Cuti Melahirkan - Paid Maternity Leave - Paid | Ya Yes | Ya Yes |
| | Cuti Melahirkan - Unpaid Maternity Leave - Unpaid | Ya Yes | Ya Yes |
| 7. | Cuti Orang Tua Parental Leave | Ya Yes | Ya Yes |
| Lain-lain Others | | | |
| 1. | Iuran Pasti (Pensiun) Defined Contribution | Tidak No | Tidak No |
| 2. | Iuran Pasti (Pensiun) Defined Contribution | Ya Yes | Ya Yes |

CUTI MELAHIRKAN DAN HAK PARENTAL [GRI 401-3]

Perseroan memberikan hak cuti kepada karyawan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, termasuk hak cuti terkait kehamilan, persalinan, dan keguguran kandungan. Kebijakan ini merupakan bagian dari komitmen Perseroan dalam mendukung kesejahteraan karyawan serta keseimbangan antara kehidupan kerja dan keluarga.

Karyawan perempuan yang menjalani persalinan berhak memperoleh cuti melahirkan dengan jangka waktu sesuai ketentuan yang berlaku, baik sebelum maupun setelah proses persalinan atau berdasarkan rekomendasi tenaga medis. Karyawan perempuan yang mengalami keguguran

PARENTAL LEAVE AND MATERNITY ENTITLEMENTS [GRI 401-3]

The Company provides leave entitlements to employees in accordance with applicable laws and regulations, including leave related to pregnancy, childbirth, and miscarriage. This policy reflects the Company's commitment to supporting employee well-being and work-life balance.

Female employees who give birth are entitled to maternity leave in accordance with applicable regulations, covering periods before and after childbirth or based on medical recommendations. Female employees who experience miscarriage are also granted leave based on medical



kandungan juga diberikan hak cuti sesuai kondisi medis yang didukung oleh keterangan tenaga kesehatan.



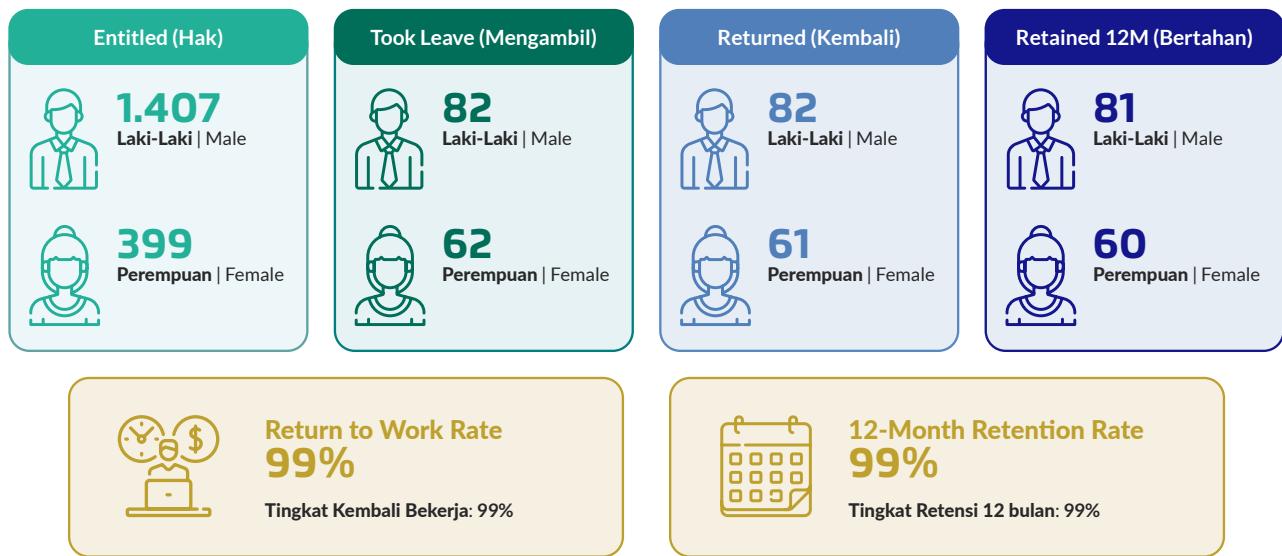
Selain itu, Perseroan memberikan hak cuti kepada karyawan laki-laki yang istrinya melahirkan sebagai bentuk dukungan terhadap peran keluarga dalam proses persalinan.



Sebagai bagian dari implementasi kebijakan tersebut, Perseroan memastikan bahwa karyawan yang mengambil cuti melahirkan maupun cuti parental tetap memiliki kesempatan untuk kembali bekerja setelah masa cuti berakhir, serta mendapatkan perlindungan terhadap keberlanjutan hubungan kerja dan pengembangan karir.



Ringkasan Cuti Melahirkan | Parental Leave Summary



conditions supported by a healthcare certificate.

In addition, the Company provides paternity leave for male employees whose spouses give birth as a form of support for family roles during the childbirth process.

As part of the implementation of this policy, the Company ensures that employees who take maternity or parental leave are able to return to work after their leave period, with continued employment and equal opportunities for career development.

PERJANJIAN PERUNDINGAN KOLEKTIF [GRI 2-30]

Perseroan menghormati hak karyawan untuk berserikat dan berunding secara kolektif sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Dalam pelaksanaannya, Perseroan menjalin hubungan kerja yang konstruktif dengan perwakilan karyawan atau serikat pekerja sebagai bagian dari upaya menciptakan hubungan industrial yang harmonis, dinamis, dan berkeadilan.

Perjanjian kerja bersama atau mekanisme perundingan kolektif digunakan sebagai sarana untuk menyepakati ketentuan kerja yang mencakup hak dan kewajiban kedua belah pihak, termasuk aspek kesejahteraan, kondisi kerja, serta perlindungan karyawan. Hingga tahun 2025, Perseroan memastikan bahwa seluruh karyawan telah tercakup dalam perjanjian kerja bersama atau mekanisme perundingan kolektif yang berlaku, mencerminkan komitmen Perseroan terhadap praktik hubungan industrial yang inklusif dan berkelanjutan. Perseroan juga memastikan bahwa proses perundingan dilakukan secara transparan dan berlandaskan prinsip saling menghormati guna mencapai kesepakatan yang berkelanjutan.

COLLECTIVE LABOR AGREEMENT [GRI 2-30]

The Company respects employees' rights to freedom of association and collective bargaining in accordance with applicable laws and regulations. In its implementation, the Company maintains constructive engagement with employee representatives or labor unions as part of its commitment to fostering harmonious, dynamic, and fair industrial relations.

Collective bargaining agreements or mechanisms are utilized to establish mutually agreed employment terms, including rights and obligations of both parties, covering aspects such as employee welfare, working conditions, and employee protection. As of 2025, the Company ensures that all employees are covered by applicable collective bargaining agreements or mechanisms, reflecting its commitment to inclusive and sustainable industrial relations practices. The Company also ensures that the negotiation process is conducted transparently and based on mutual respect to achieve sustainable agreements.

Pengembangan Kompetensi dan Manajemen Kinerja Karyawan

Employee Competency Development and Performance Management

Pendekatan Manajemen [GRI 3-3]

Management Approach

| | |
|---|---|
| Indikator Pengungkapan Key Disclosures | Pelatihan dan Pengembangan [GRI 404-1], [GRI 404-2] Penilaian Kinerja dan Pengembangan Karir [GRI 404-3] Training and Education [GRI 404-1], [GRI 404-2] Performance Evaluation and Career Development [GRI 404-3] |
| Mengapa Penting Importance | <p>Perseroan memandang pengembangan kompetensi dan penilaian kinerja karyawan sebagai faktor kunci dalam mendukung keberlanjutan bisnis dan peningkatan daya saing. Melalui program pelatihan yang terstruktur serta sistem penilaian kinerja yang objektif, Perseroan berupaya memastikan bahwa setiap karyawan memiliki kemampuan yang relevan dengan kebutuhan bisnis serta kesempatan untuk berkembang secara profesional.</p> <p>The Company considers employee competency development and performance evaluation as key factors in supporting business sustainability and enhancing competitiveness. Through structured training programs and objective performance evaluation systems, the Company ensures that employees possess relevant capabilities aligned with business needs and are provided with opportunities for professional growth.</p> |
| Cakupan Scope | <p>Cakupan pelaporan meliputi seluruh karyawan di lingkungan Perseroan dan entitas anak yang berada dalam kendali operasional Perseroan.</p> <p>The scope of reporting covers all employees within the Company and its subsidiaries under the Company's operational control.</p> |
| Inisiatif Initiatives | <p>Perseroan menyelenggarakan berbagai program pelatihan dan pengembangan yang dirancang untuk meningkatkan kompetensi teknis maupun soft skills karyawan, termasuk pelatihan kepemimpinan, pelatihan berbasis fungsi, serta program pembelajaran berkelanjutan. Selain itu, Perseroan menerapkan sistem manajemen kinerja yang terstruktur melalui penetapan Key Performance Indicators (KPI), penilaian kinerja berkala, serta mekanisme umpan balik untuk mendukung pengembangan karir karyawan.</p> <p>The Company conducts various training and development programs designed to enhance both technical competencies and soft skills, including leadership training, function-based training, and continuous learning programs. In addition, the Company implements a structured performance management system through KPI setting, periodic performance evaluations, and feedback mechanisms to support employee career development.</p> |
| Penanggung Jawab dan Cara Evaluasi Kinerja Person in Charge and Performance Evaluation Method | <p>Pengawasan atas pengelolaan pelatihan dan penilaian kinerja karyawan berada di bawah koordinasi Komite Keberlanjutan yang diketuai oleh Direktur Keuangan. Pelaksanaan operasional didukung oleh fungsi SDM yang bertanggung jawab dalam perencanaan, implementasi, serta pemantauan efektivitas program pelatihan dan sistem manajemen kinerja.</p> <p>Evaluasi kinerja dilakukan secara berkala melalui pengukuran capaian KPI, hasil penilaian kinerja individu, serta efektivitas program pelatihan yang diukur melalui peningkatan kompetensi dan kinerja karyawan. Hasil evaluasi tersebut menjadi dasar dalam perencanaan pengembangan lanjutan dan pengambilan keputusan terkait pengelolaan talenta.</p> <p>Oversight of training and performance evaluation management is under the coordination of the Sustainability Committee chaired by the Finance Director. Operational implementation is supported by the Human Resources function responsible for planning, implementation, and monitoring the effectiveness of training programs and performance management systems.</p> <p>Performance evaluation is conducted periodically through KPI achievement measurement, individual performance appraisal results, and training effectiveness assessments based on competency and performance improvement. These evaluation results serve as the basis for further development planning and talent management decisions.</p> |
| Pemangku Kepentingan Terdampak Impacted Stakeholders | <ul style="list-style-type: none"> • Internal: Manajemen, Karyawan • Eksternal: Mitra pelatihan, konsultan pengembangan SDM • Internal: Management, Employees • Eksternal: Training partners, human capital development consultants |

PELATIHAN DAN PENGEMBANGAN KARYAWAN [SEOJK F.22, GRI 404-1, GRI 404-2, GRI 404-3, ESG S-05]



Perseroan secara konsisten mengembangkan kapabilitas sumber daya manusia melalui program pelatihan dan pengembangan yang terstruktur dan berkelanjutan. Pendekatan ini dirancang untuk memastikan keselarasan antara kompetensi karyawan dengan kebutuhan bisnis yang terus berkembang, sekaligus mendukung pencapaian kinerja jangka panjang Perseroan.

Sebagai bagian dari strategi pengelolaan talenta, Perseroan mengidentifikasi karyawan dengan potensi kepemimpinan melalui evaluasi berbasis kinerja dan kompetensi. Penilaian ini mempertimbangkan berbagai aspek, termasuk pengetahuan, keterampilan, pengalaman, serta karakter individu. Karyawan yang teridentifikasi sebagai talenta potensial selanjutnya mendapatkan program pengembangan yang mencakup pelatihan, pendampingan, serta penugasan strategis guna mempersiapkan mereka sebagai calon pemimpin di masa depan.

Selain pengembangan talenta, Perseroan juga secara rutin menyelenggarakan program pelatihan bagi seluruh karyawan untuk meningkatkan kompetensi kerja sesuai dengan peran dan tanggung jawab masing-masing. Program pelatihan ini mencakup penguatan aspek pengetahuan (knowledge), keterampilan teknis (hard skills), serta keterampilan perilaku (soft skills), sehingga karyawan mampu beradaptasi dengan dinamika bisnis serta berkontribusi secara optimal terhadap pertumbuhan berkelanjutan Perseroan.

Jumlah karyawan yang mengikuti program pelatihan dan pengembangan selama tahun 2025 tercatat sebanyak 2.795 karyawan dengan rata-rata jam pelatihan sebesar 21,14 jam per karyawan. Informasi lebih lanjut terkait pelaksanaan pelatihan disajikan pada tabel berikut.

EMPLOYEE TRAINING AND DEVELOPMENT [SEOJK F.22, GRI 404-1, GRI 404-2, GRI 404-3, ESG S-05]

The Company continuously enhances human capital capabilities through structured and ongoing training and development programs. This approach is designed to ensure alignment between employee competencies and evolving business needs, while supporting the Company's long-term performance.

As part of its talent management strategy, the Company identifies employees with leadership potential through performance- and competency-based assessments. These evaluations consider various aspects, including knowledge, skills, experience, and individual character. Identified high-potential employees are subsequently provided with development programs, including training, mentoring, and strategic assignments to prepare them as future leaders.

In addition to talent development, the Company regularly conducts training programs for all employees to enhance competencies in line with their respective roles and responsibilities. These programs cover knowledge development, technical skills (hard skills), and behavioral competencies (soft skills), enabling employees to adapt to business dynamics and contribute optimally to the Company's sustainable growth.

In 2025, a total of 2,795 employees participated in training and development programs, with an average of 21.14 training hours per employee. Further details regarding training implementation are presented in the table below.

| Uraian Description | 2025 | | | | | 2024 | | | | | 2023 | | | | |
|---|--|-------|---------------------------------|---|-------|--|-----|---------------------------------|---|-------|--|-----|---------------------------------|---|-------|
| | Jumlah Pekerja yang Memperoleh Pelatihan Number of Employees Attending Training | | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Pekerja Average Training Hours of Each Employee | | Jumlah Pekerja yang Memperoleh Pelatihan Number of Employees Attending Training | | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Pekerja Average Training Hours of Each Employee | | Jumlah Pekerja yang Memperoleh Pelatihan Number of Employees Attending Training | | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Pekerja Average Training Hours of Each Employee | |
| | (a) | | (b) | (c = b/a) | | (a) | | (b) | (c = b/a) | | (a) | | (b) | (c = b/a) | |
| | L | M | P | F | Total | L | M | P | F | Total | L | M | P | F | Total |
| Keseluruhan In Total | 1.727 | 1.068 | 2.795 | 59.074 | 21,14 | 1.961 | 997 | 2.958 | 73.354 | 24,80 | 1.394 | 586 | 1.980 | 114.134 | 57,64 |
| Berdasarkan jenis pelatihan By types of training | | | | | | | | | | | | | | | |
| Softs Skill | 802 | 251 | 1.053 | 23.858 | 22,66 | 908 | 529 | 1.437 | 31.030 | 21,59 | 889 | 322 | 1.211 | 99.770 | 82,39 |
| Hard Skill | 925 | 817 | 1.742 | 35.216 | 20,22 | 1.053 | 468 | 1.521 | 42.325 | 27,83 | 1.053 | 468 | 1.521 | 42.325 | 27,83 |

| Uraian Description | 2025 | | | | | 2024 | | | | | 2023 | | | | | | | |
|--|--|-----|-------|--------|---------------------------------|---|--|-------|--------|-------|---------------------------------|---|--|--------|--------|--|---------------------------------|---|
| | Jumlah Pekerja yang Memperoleh Pelatihan Number of Employees Attending Training | | | | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Pekerja Average Training Hours of Each Employee | Jumlah Pekerja yang Memperoleh Pelatihan Number of Employees Attending Training | | | | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Pekerja Average Training Hours of Each Employee | Jumlah Pekerja yang Memperoleh Pelatihan Number of Employees Attending Training | | | | Jam Pelatihan Training Hours | Rata-rata Jam Pelatihan Setiap Pekerja Average Training Hours of Each Employee |
| | (a) | | | | (b) | (c = b/a) | (a) | | | | (b) | (c = b/a) | (a) | | | | (b) | (c = b/a) |
| | L | M | P | F | Total | L | M | P | F | Total | L | M | P | F | Total | | | |
| Berdasarkan Level Jabatan By Position Level | | | | | | | | | | | | | | | | | | |
| Dewan Komisaris Board of Commissioners | 2 | 2 | 4 | 21 | 5,25 | 2 | 1 | 3 | 18 | 5,83 | 2 | 1 | 3 | 14 | 4,67 | | | |
| Direktur Board of Directors | 3 | 3 | 6 | 580 | 96,67 | 4 | 2 | 6 | 133 | 22,08 | 4 | 2 | 6 | 136 | 22,67 | | | |
| Manager | 148 | 69 | 217 | 5.543 | 25,54 | 238 | 167 | 405 | 14.329 | 35,38 | 134 | 68 | 202 | 22.693 | 112,34 | | | |
| Asisten Manajer Assistant Manager | 227 | 177 | 404 | 10.284 | 25,46 | 121 | 53 | 174 | 8.108 | 46,59 | 86 | 53 | 139 | 13.361 | 96,12 | | | |
| Supervisor | 433 | 244 | 677 | 16.617 | 24,54 | 497 | 146 | 643 | 17.106 | 26,60 | 272 | 90 | 362 | 25.459 | 70,33 | | | |
| Staff | 635 | 522 | 1.157 | 23.265 | 20,11 | 787 | 556 | 1.343 | 27.337 | 20,36 | 627 | 266 | 893 | 48.102 | 53,87 | | | |
| Non Staff | 279 | 51 | 330 | 2.764 | 8,38 | 312 | 72 | 384 | 6.324 | 16,47 | 269 | 106 | 375 | 4.369 | 11,65 | | | |

BIAYA PENGEMBANGAN KOMPETENSI

Perseroan secara konsisten mengalokasikan anggaran untuk mendukung pelaksanaan program pelatihan dan pengembangan karyawan, yang disesuaikan dengan kebutuhan peningkatan kompetensi serta strategi bisnis Perseroan, dengan tetap mempertimbangkan kondisi keuangan secara berkelanjutan. Pada tahun 2025, Perseroan merealisasikan biaya pelatihan dan pengembangan sebesar Rp3,65 miliar naik 32,7% dibandingkan tahun 2024 yang tercatat sebesar Rp2,75 miliar.

PENILAIAN KARYAWAN

Selain pelaksanaan program pelatihan dan pengembangan, Perseroan secara berkala melakukan penilaian kinerja karyawan untuk mengukur pencapaian kinerja selama periode berjalan. Proses ini bertujuan untuk memastikan keselarasan antara kinerja individu dengan target dan strategi Perseroan.

Hasil penilaian kinerja digunakan sebagai dasar dalam pengembangan karyawan, termasuk perencanaan pelatihan, promosi jabatan, serta pembinaan dan peningkatan kinerja. Perseroan menerapkan sistem penilaian yang objektif melalui Key Performance Indicators (KPI) yang disusun secara terukur dan relevan dengan fungsi masing-masing karyawan. Informasi lebih lanjut mengenai pelaksanaan penilaian kinerja disajikan pada tabel berikut.

COMPETENCY DEVELOPMENT COST

The Company consistently allocates a budget to support employee training and development programs, aligned with competency enhancement needs and business strategies, while considering its financial capacity in a sustainable manner. In 2025, the Company realized training and development expenditure of IDR3.65 billion, representing an increase of 32.7% compared to 2024, which amounted to IDR2.75 billion.

EMPLOYEE ASSESSMENT

In addition to training and development programs, the Company conducts periodic employee performance evaluations to assess performance achievements during the reporting period. This process aims to ensure alignment between individual performance and the Company's targets and strategies.

The results of performance evaluations serve as the basis for employee development, including training planning, promotions, as well as performance improvement initiatives. The Company implements an objective performance appraisal system through measurable and relevant Key Performance Indicators (KPI) tailored to each employee's function. Further information regarding performance evaluation is presented in the table below.

Tabel Penilaian Karyawan
Table of Employee Assessment

| Keterangan Description | Jumlah Karyawan yang Mendapatkan Penilaian Number of Employees Assessed | | | Hasil Penilaian dan Relevansi Pengembangan Karier Assessment Result and Relevance of Career Development | | |
|---------------------------|--|-------|-------|--|--|--------------------|
| | L M | P F | Total | Promosi Promotion | Mutasi/Rotasi Transfer/ Rotation | Demosi Demotion |
| 2025 | | | | | | |
| Manager | 134 | 92 | 226 | 29 | 34 | 1 |
| Asisten Manager | 46 | 23 | 69 | 20 | 2 | - |
| Supervisor | 240 | 100 | 340 | 47 | 28 | 1 |
| Staff | 532 | 314 | 846 | 12 | 24 | - |
| Non-Staff | 404 | 60 | 464 | 42 | 124 | 2 |
| 2024 | | | | | | |
| Manager | 147 | 59 | 206 | 206 | 8 | 2 |
| Asisten Manager | 65 | 26 | 91 | 91 | 12 | 1 |
| Supervisor | 248 | 101 | 349 | 349 | 13 | 9 |
| Staff | 601 | 243 | 844 | 844 | 8 | 27 |
| Non-Staff | 381 | 155 | 536 | 536 | - | - |
| 2023 | | | | | | |
| Manager | 118 | 85 | 203 | 34 | 1 | 0 |
| Asisten Manager | 105 | 36 | 141 | 27 | 1 | 0 |
| Supervisor | 247 | 80 | 327 | 52 | 1 | 0 |
| Staff | 641 | 324 | 965 | 20 | 10 | 1 |
| Non-Staff | 339 | 31 | 370 | 0 | 0 | 0 |

KESEHATAN DAN KESELAMATAN KERJA (K3) [SEOJK F.21], [ESG S-11]

Perseroan berkomitmen untuk menciptakan lingkungan kerja yang aman, sehat, dan kondusif sebagai bagian dari upaya melindungi karyawan serta mendukung kelancaran operasional. Komitmen ini diwujudkan melalui penerapan standar keselamatan dan kesehatan kerja yang mengacu pada ketentuan peraturan perundang-undangan yang berlaku, termasuk Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja serta regulasi terkait lainnya.

Dalam pelaksanaannya, Perseroan menerapkan praktik Kesehatan dan Keselamatan Kerja (K3) di seluruh gedung operasional dan portofolio proyek guna memastikan lingkungan yang aman bagi karyawan, kontraktor, penyewa, dan pengunjung. Untuk memperkuat tata kelola serta menstandarisasi penerapan tersebut, Perseroan telah memulai penyelarasan dengan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai dengan Peraturan Pemerintah No. 50 Tahun 2012, yang merupakan kerangka sertifikasi yang diakui secara nasional.

Sebagai langkah awal, penyelarasan SMK3 telah diimplementasikan di Tunjungan Plaza melalui penilaian kesenjangan terhadap regulasi, identifikasi bahaya

OCCUPATIONAL HEALTH AND SAFETY (OHS) [SEOJK F.21], [ESG S-11]

The Company is committed to creating a safe, healthy, and conducive working environment as part of its efforts to protect employees and support operational continuity. This commitment is implemented through the application of occupational health and safety standards in accordance with applicable laws and regulations, including Law No. 1 of 1970 on Work Safety and other relevant regulations.

In its implementation, The Company implements Occupational Health and Safety (OHS) practices across its operating buildings and project portfolio to ensure a safe environment for employees, contractors, tenants, and visitors. To strengthen governance and standardize these practices, the Company has initiated alignment with the Occupational Health and Safety Management System (SMK3), in accordance with Government Regulation No. 50 of 2012, which serves as a nationally recognized certification framework.

As an initial step, SMK3 alignment has been implemented at Tunjungan Plaza through regulatory gap assessments, hazard identification and risk assessment (HIRADC),

dan penilaian risiko (HIRADC), sertifikasi kompetensi personel, serta pengembangan dokumentasi sistem. Berdasarkan audit eksternal yang dilakukan oleh lembaga audit SMK3 terakreditasi yang ditunjuk oleh Kementerian Ketenagakerjaan pada Agustus 2025, implementasi tersebut memperoleh tingkat kepatuhan sebesar 82,81% pada tahap audit awal (64 kriteria) dengan predikat “Baik”. Perseroan berencana untuk secara bertahap mereplikasi penerapan SMK3 di seluruh properti dalam portofolionya.

Perseroan juga secara rutin melakukan inspeksi dan evaluasi terhadap kondisi peralatan kerja serta fasilitas pendukung untuk memastikan kesesuaian dengan standar K3. Selain itu, Perseroan terus meningkatkan kesadaran karyawan melalui sosialisasi dan pelatihan terkait keselamatan kerja guna membangun budaya kerja yang aman dan berkelanjutan

PENGELOLA K3

Kinerja K3 dikelola melalui Komite Keberlanjutan & ESG di bawah Direksi, dengan pelaksanaan yang dikoordinasikan oleh fungsi Sumber Daya Manusia dan Kesehatan dan Keselamatan Kerja (SDM & K3). Komite yang diketuai oleh Direktur Keuangan merangkap Corporate Secretary tersebut melakukan pemantauan atas implementasi kebijakan keselamatan di seluruh properti operasional dan proyek, serta melaporkan perkembangannya secara berkala sebagai bagian dari koordinasi ESG dan pemantauan kinerja operasional.

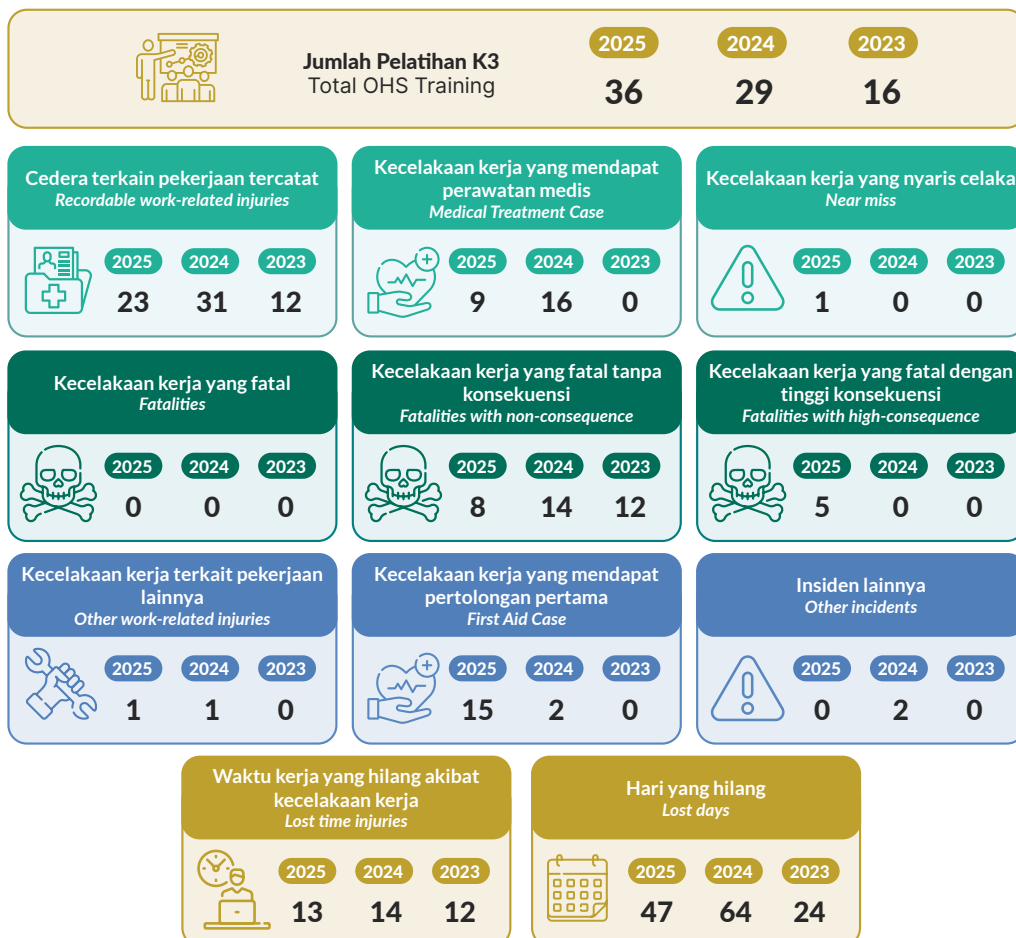
personnel competency certification, and system documentation development. Based on an external audit conducted by an accredited SMK3 audit institution appointed by the Ministry of Manpower in August 2025, the implementation achieved a compliance score of 82.81% under the initial audit stage (64 criteria), with a “Good” rating. The Company plans to progressively replicate SMK3 alignment across other properties within its portfolio.

The Company also regularly conducts inspections and evaluations of work equipment and supporting facilities to ensure compliance with OHS standards. In addition, the Company continuously enhances employee awareness through safety training and awareness programs to foster a safe and sustainable work culture.

OHS GOVERNANCE

OHS performance is governed through the Sustainability & ESG Committee under the Board of Directors, with implementation coordinated by the Human Resources and Occupational Health and Safety (HR & OHS) function. Chaired by the Director of Finance who also serves as Corporate Secretary, the Committee monitors the implementation of safety policies across operational properties and projects, and reports progress periodically as part of ESG coordination and operational performance monitoring.

Kinerja K3 [ESG S-06] OHS Performance



Keterlibatan Masyarakat Lokal

Local Community Engagement

Pendekatan Manajemen [GRI 3-3]

Management Approach

| | |
|---|---|
| Indikator Pengungkapan Key Disclosures | Keterlibatan dan Pengembangan Masyarakat Lokal [GRI 413-1], [GRI 413-2], [GRI 418-1] Local Community Engagement and Development [GRI 413-1], [GRI 413-2], [GRI 418-1] |
| Mengapa Penting Importance | Perseroan menyadari bahwa keberadaan dan kegiatan operasional memiliki potensi dampak terhadap masyarakat di sekitar wilayah operasional. Oleh karena itu, pengelolaan hubungan dengan masyarakat lokal menjadi penting untuk menciptakan nilai bersama, menjaga keberlanjutan usaha, serta meminimalkan potensi risiko sosial. The Company recognizes that its operations may have impacts on surrounding communities. Therefore, managing relationships with local communities is essential to create shared value, support business sustainability, and mitigate potential social risks. |
| Cakupan Scope | Cakupan meliputi seluruh wilayah operasional Perseroan dan entitas anak, termasuk masyarakat yang berada di sekitar proyek, pusat perbelanjaan, hotel, dan kawasan pengembangan Perseroan. The scope covers all operational areas of the Company and its subsidiaries, including communities surrounding projects, shopping centers, hotels, and development areas. |
| Inisiatif Initiatives | Perseroan melaksanakan berbagai program pengembangan masyarakat yang difokuskan pada peningkatan kualitas hidup masyarakat, antara lain melalui kegiatan tanggung jawab sosial (CSR), dukungan terhadap pendidikan, kesehatan, serta pemberdayaan ekonomi lokal. Perseroan juga melakukan keterlibatan dengan masyarakat melalui komunikasi dan konsultasi secara berkala untuk memahami kebutuhan serta mengelola potensi dampak sosial secara proaktif. The Company implements various community development programs aimed at improving the quality of life, including corporate social responsibility (CSR) initiatives, support for education and healthcare, and local economic empowerment. The Company also engages with communities through regular communication and consultation to understand needs and proactively manage social impacts. |
| Penanggung Jawab dan Cara Evaluasi Kinerja Person in Charge and Performance Evaluation Method | Pengelolaan program masyarakat berada di bawah koordinasi Komite Keberlanjutan dengan pelaksanaan operasional oleh fungsi CSR. Evaluasi dilakukan melalui pemantauan pelaksanaan program, pengukuran dampak sosial, serta pelaporan kepada manajemen secara berkala untuk memastikan efektivitas program. Community-related programs are overseen by the Sustainability Committee and operationally managed by the CSR function. Performance is evaluated through program monitoring, social impact assessment, and periodic reporting to management to ensure effectiveness. |
| Pemangku Kepentingan Terdampak Impacted Stakeholders | <ul style="list-style-type: none"> • Internal: Manajemen, Karyawan • Eksternal: Masyarakat lokal, pemerintah daerah, mitra komunitas, LSM • Internal: Management, Employees • External: Local communities, local governments, community partners, NGOs |

PENILAIAN DAMPAK OPERASIONAL TERHADAP MASYARAKAT SEKITAR [GRI 413-1]. [GRI 413-2]

Perseroan menyadari bahwa kegiatan operasional yang dijalankan memiliki potensi untuk memberikan dampak terhadap masyarakat di sekitar wilayah operasional. Oleh karena itu, Perseroan secara konsisten melakukan penilaian terhadap dampak operasional sebagai bagian dari penerapan prinsip keberlanjutan dan pengelolaan risiko sosial.

Penilaian ini dilakukan sejak tahap perencanaan proyek hingga tahap operasional, dengan mempertimbangkan berbagai aspek, antara lain kondisi sosial ekonomi masyarakat, potensi gangguan lingkungan, serta interaksi antara kegiatan operasional dengan aktivitas masyarakat. Dalam proses ini, Perseroan juga melibatkan pemangku

ASSESSMENT OF OPERATIONAL IMPACT AGAINST SURROUNDING COMMUNITIES [GRI 413-1]. [GRI 413-2]

The Company recognizes that its operational activities may have potential impacts on surrounding communities. Therefore, the Company consistently conducts assessments of operational impacts as part of its sustainability practices and social risk management.

These assessments are carried out from the project planning stage through to operational phases, taking into account various aspects such as local socio-economic conditions, potential environmental disturbances, and interactions between operational activities and community life. In this process, the Company engages

kepentingan melalui komunikasi dan konsultasi untuk memperoleh pemahaman yang komprehensif atas kebutuhan dan ekspektasi masyarakat sekitar.

Berbagai potensi dampak yang diidentifikasi meliputi peningkatan lalu lintas, kebisingan, pengelolaan limbah, serta aspek kenyamanan lingkungan. Untuk itu, Perseroan menerapkan langkah mitigasi yang terintegrasi, termasuk pengaturan lalu lintas, pengendalian kebisingan, pengelolaan limbah secara bertanggung jawab, serta penyediaan fasilitas yang mendukung kenyamanan masyarakat.

Selain mengelola potensi dampak negatif, Perseroan juga berupaya menciptakan dampak positif melalui penciptaan lapangan kerja, pengembangan usaha lokal, serta pelaksanaan program tanggung jawab sosial yang berkelanjutan. Dengan pendekatan ini, Perseroan memastikan bahwa kegiatan operasional tidak hanya meminimalkan dampak negatif, tetapi juga memberikan kontribusi nyata terhadap peningkatan kesejahteraan masyarakat di sekitar wilayah operasional. [SEOJK F.23], [GRI 413-1], [GRI 413-2]

stakeholders through communication and consultation to gain a comprehensive understanding of community needs and expectations.

Identified potential impacts include increased traffic, noise, waste management, and environmental comfort. To address these, the Company implements integrated mitigation measures, including traffic management, noise control, responsible waste management, and provision of facilities that support community well-being.

In addition to managing potential negative impacts, the Company also strives to create positive impacts through job creation, local business development, and sustainable corporate social responsibility programs. Through this approach, the Company ensures that its operations not only minimize adverse impacts but also contribute to improving the welfare of communities surrounding its operational areas. [SEOJK F.23], [GRI 413-1], [GRI 413-2]

Tabel Penilaian Dampak Operasional
Operational Impact Assessment Table

| Aspek Dampak Impact Aspect | Potensi Dampak Potential Impact | Mitigasi yang Dilakukan Mitigation Measures | Dampak Positif Positive Impact | Keterkaitan Reference |
|--|--|--|---|--------------------------|
| Lalu Lintas Traffic | Peningkatan volume kendaraan dan potensi kemacetan Increased traffic volume and potential congerstion | Pengaturan lalu lintas, penambahan akses dan fasilitas transportasi Traffic management, additional access and transportation facilities | Kelancaran mobilitas dan peningkatan aksesibilitas Kawasan Improved mobility and enhanced area accessibility | GRI 413-1 |
| Kebisingan Noise | Gangguan kenyamanan lingkungan sekitar Disturbance to surrounding environmental comfort | Pengendalian operasional dan pengaturan jam kegiatan Operational control and activity scheduling | Lingkungan yang lebih nyaman bagi Masyarakat More comfortable environment for the community | GRI 413-2 |
| Pengelolaan Limbah Waste Management | Peningkatan volume limbah operasional Increased operational waste volume | Pengelolaan limbah sesuai standar dan pemantauan berkala Waste managemen in accordance with standards and periodic monitoring | Lingkungan yang lebih bersih dan sehat Cleaner and healthier environment | GRI 413-2 |
| Interaksi Sosial Social Interaction | Potensi ketidaksesuaian dengan ekspektasi Masyarakat Potential misalignment with community expectations | Keterlibatan pemangku kepentingan dan komunikasi aktif Stakeholder engagement and active communication | Hubungan harmonis dengan Masyarakat Harmonious relationship with the community | GRI 413-1 |
| Ekonomi Lokal Local Economy | Ketergantungan ekonomi pada aktivitas Perseroan Economic dependency on Company activities | Pemberdayaan masyarakat dan penyerapan tenaga kerja lokal Community empowerment and local employment absorption | Peningkatan pendapatan dan kesejahteraan Masyarakat Increased income and community welfare | GRI 203-2 |

Penilaian Dampak Operasional Terhadap Masyarakat Sekitar Operational Impact Assessment Surrounding Communities

| Lalu Lintas Traffic | Kebisingan Noise | Limbah Waste | Interaksi Sosial Social | Ekonomi Lokal Local Economy |
|---|--|--|--|--|
| Dampak Impact Peningkatan volume kendaraan Increased traffic volume | Dampak Impact Gangguan kenyamanan lingkungan Environmental disturbance | Dampak Impact Pengaturan jenis limbah Waste type categorization | Dampak Impact Komunikasi & engagement aktif Waste management & monitoring | Dampak Impact Ketergantungan ekonomi SME development & local hiring |
| Mitigasi Mitigation Pengaturan lalu lintas & akses Traffic management & access improvement | Mitigasi Mitigation Pengaturan jam operasional Operational scheduling control | Mitigasi Mitigation Pengelolaan & monitoring limbah waste management & monitoring | Mitigasi Mitigation Lingkungan lebih bersih Cleaner environment | Mitigasi Mitigation Peningkatan Kesejahteraan Improved welfare |
| Mobilitas lebih lancar Improved mobility | Improved comfort | Lingkungan lebih bersih Cleaner environment | Improved comfort | Dampak positif Improved welfare |

TUMBUH BERSAMA MASYARAKAT LOKAL

Secara rutin, Perseroan melaksanakan program TJSL sebagai upaya untuk memberikan dampak yang positif serta menjalin sinergi yang harmonis dengan masyarakat sekitar.

Di tahun 2025, program sosial kemasyarakatan yang berhasil diselenggarakan Perusahaan adalah sebagai berikut: [SEOJK F.25, ESG S-12]

GROWING WITH LOCAL COMMUNITIES

The Company regularly implements the CSR program to deliver a positive impact and establish a harmonious synergy with the surrounding community.

In 2025, the social community programs successfully implemented by the Company were as follows: [SEOJK F.25, ESG S-12]

| No. | Kegiatan Sosial Social Activity | Penerima Manfaat CSR (orang) CSR Beneficiaries (people) |
|-----|--|--|
| 1 | Donasi untuk Korban Banjir Bekasi | 1.608 |
| 2 | Berbagi Sembako Jakarta | 4.556 |
| 3 | Pembagian Kurban Jakarta | 5.081 |
| 4 | Bantuan Bencana Sumatra | 500 |
| 5 | Pembelian hewan kurban Surabaya | 4.800 |
| 6 | CSR Joyful Trip to Christmas Wonderland Surabaya | 100 |
| 7 | Buka Bersama anak yatim Surabaya | 150 |
| 8 | Bakti sosial Ramadhan, santunan & sembako Surabaya | 5.020 |
| 9 | Donasi ke Panti Werdha | 18 |
| 10 | Donasi bencana alam | 20 |
| 11 | Walk with Her | 100 |
| 12 | Sumbangan Keagamaan | 120 |
| 13 | Donasi ke panti Asuhan | 190 |
| 14 | Sumbangan kegiatan Galungan & Kuningan di Dusun Pande Mas Kuta | 300 |
| 15 | Food Waste Donation | 370 |
| 16 | Tali Asih kepada Karyawan Daily Worker / Casual | 385 |
| 17 | Road to Give | 450 |
| 18 | Buka bersama anak yatim | 830 |

| No. | Kegiatan Sosial Social Activity | Penerima Manfaat CSR (orang) CSR Beneficiaries (people) |
|--------------|---|--|
| 19 | Love, Care & Share | 2.000 |
| 20 | Donasi Panti asuhan Don Bosco | 50 |
| 21 | Donor Darah Jakarta | 500 |
| 22 | Hari Mata Sedunia Jakarta | 40 |
| 23 | Kerja sama dengan Posyandu Jakarta | - |
| 24 | Happy Hearts Indonesia Jakarta | 70 |
| 25 | Donor darah Surabaya | 1.185 |
| 26 | Kaki Palsu Surabaya | 10 |
| 27 | Sponsor untuk rumah singgah RMHC (Ronald Mcdonald House of Charity) | - |
| 28 | Membersihkan Lingkungan Jakarta | 200 |
| 29 | Pembangunan Gapura Bekasi | 500 |
| 30 | Pembangunan Saluran Air Bekasi | 500 |
| 31 | Pembersihan saluran air Surabaya | 200 |
| 32 | Mangrove Planting hotel | 175 |
| 33 | Membersihkan Lingkungan / Cleaning Day | 650 |
| 34 | Taman Harmoni - pembangunan zona Eropa (Surabaya) | - |
| 35 | Pembangunan water recycling warga sekitar Pakuwon mall Solo Baru | - |
| 36 | Renovasi Panti Jompo Jakarta | 60 |
| 37 | Renovasi Panti Asuhan Jakarta | 150 |
| 38 | Habitat for Humanity Bogor | 100 |
| 39 | Habitat for Humanity Gresik | 21 |
| 40 | Renovasi Balai RW 08 di Cluster Florence Surabaya | 100 |
| 41 | Perbaikan Jalan Akses Masjid Al Madani Surabaya | 100 |
| 42 | Perbaikan Kantor Kelurahan Kalisari Surabaya | 100 |
| 43 | Pembangunan Balai RW 03 di Area West Wood Surabaya | 100 |
| 44 | Pekerjaan Bus Shelter di Area Booster Pump Surabaya | 100 |
| 45 | Donasi masyarakat sekitar Surabaya | 100 |
| 46 | Supply gerobak sampah untuk warga sekitar Pakuwon Surabaya | 100 |
| 47 | Renovasi Musholla | - |
| 48 | Sponsorship Kejurnas wushu | - |
| 49 | Sponsorship GKI Youth Orchestra | - |
| 50 | Donasi kegiatan Ulang tahun Kota Surabaya (Parade Bunga) | - |
| 51 | Donasi Lembaga Pemberdayaan Masyarakat Kelurahan (LPMK) Lontar | - |
| 52 | Pembuatan halte Bus di Pakuwon mall Surabaya | - |
| 53 | Pengaspalan jalan samping mall Pakuwon Solo Baru | - |
| 54 | Sponsorship jalan sehat warga kaliwaru | - |
| 55 | Sponsorship forum TJSP | - |
| 56 | Pengaspalan jalan samping mall Pakuwon Yogyakarta | - |
| 57 | Sponsorship Dies Natalies ke-65 ITS Surabaya | 100 |
| 58 | Sponsorship Proker Yayasan Bayangkharu Surabaya | 200 |
| 59 | Kegiatan acara masyarakat sekitar hotel (Jimpitan) | 50 |
| 60 | Pakuwon Peduli Pendidikan 2025 | 3 |
| 61 | Pelatihan Siswa SMK Jakarta | 270 |
| 62 | Partisipasi pembangunan SMK Don Bosco Blitar Surabaya | 50 |
| 63 | Tambahan kelas sekolah Al-Ichsan Surabaya | 200 |
| 64 | Book donation | 100 |
| 65 | Shoes to school | 880 |
| Total | | 33.562 |



Garda Pangan

Perseroan terus mendorong penciptaan nilai ekonomi dan sosial yang inklusif melalui berbagai inisiatif yang memberikan manfaat nyata bagi masyarakat. Salah satu program unggulan yang dijalankan adalah Garda Pangan, yaitu inisiatif redistribusi pangan layak konsumsi yang ditujukan untuk menjangkau masyarakat prasejahtera di sekitar wilayah operasional Perseroan. Program ini dirancang untuk mengoptimalkan pemanfaatan makanan berlebih dengan menghubungkannya secara langsung dengan kebutuhan masyarakat, sehingga menciptakan nilai tambah dari sisi sosial sekaligus meningkatkan efisiensi penggunaan sumber daya.

Melalui Garda Pangan, Perseroan menghadirkan pendekatan yang terintegrasi antara aspek sosial dan lingkungan. Dari sisi sosial, program ini berkontribusi dalam memperluas akses masyarakat terhadap pangan yang layak konsumsi serta membantu meringankan beban kebutuhan dasar. Dari sisi lingkungan, program ini turut mendukung pengurangan potensi sampah makanan dan emisi gas rumah kaca yang berasal dari limbah organik. Dengan demikian, Garda Pangan tidak hanya memberikan manfaat langsung bagi masyarakat, tetapi juga berkontribusi terhadap pengelolaan lingkungan yang lebih bertanggung jawab.

Sejalan dengan komitmen Perseroan terhadap keberlanjutan, Garda Pangan menjadi wujud nyata investasi sosial yang berorientasi pada penciptaan dampak jangka panjang. Program ini memperkuat peran Perseroan dalam mendukung pembangunan yang inklusif, sekaligus membangun hubungan yang berkelanjutan dengan masyarakat di sekitar wilayah operasional.

Garda Pangan

The Company continues to promote inclusive economic and social value creation through various initiatives that deliver tangible benefits to communities. One of its flagship programs is Garda Pangan, a food redistribution initiative aimed at providing consumable surplus food to underprivileged communities surrounding the Company's operational areas. The program is designed to optimize surplus food utilization by directly connecting it with community needs, thereby creating social value while enhancing resource efficiency.

Through Garda Pangan, the Company adopts an integrated approach that addresses both social and environmental aspects. Socially, the program contributes to expanding access to proper food and alleviating basic needs among communities. Environmentally, it supports the reduction of food waste and greenhouse gas emissions generated from organic waste. As such, Garda Pangan not only delivers direct benefits to communities but also contributes to more responsible environmental management.

In line with the Company's sustainability commitment, Garda Pangan represents a tangible form of social investment focused on creating long-term impact. The program strengthens the Company's role in supporting inclusive development while fostering sustainable relationships with communities in its operational areas.



GARDA PANGAN 2025 2025 GARDA PANGAN

Dampak Lingkungan
Environmental Impact

Potensi Sampah yang berhasil diselamatkan
Potential for waste to be saved

681 kilogram

Emisi gas rumah kaca yang berhasil dicegah
Emissions Avoidance

1.295 KGCO₂e

Dampak Sosial
Social Impact

Makanan yang didonasikan kepada warga prasejahtera
Food is donated to underprivileged communities

4.171
Porsi | Portion

Penerima manfaat dari kalangan warga prasejahtera
Beneficiaries from underprivileged communities

4.171
Orang | Portion

Penerima Manfaat
Beneficiaries













Penerima Manfaat
Beneficiaries

27
Lokasi | Location

Adapun biaya yang terealisasi untuk menyelenggarakan program-program CSR Perusahaan tercatat sebesar Rp19,32 miliar, dengan realisasi sebagai berikut: [SEOJK F.25]

Total costs incurred for the Company's CSR program reached IDR19.32 billion, with the following details: [SEOJK F.25]

Dalam Rp-Juta
In IDR-Million

| Bidang Program Program | Tujuan Pembangunan Berkelanjutan Sustainable Development Goals | 2025 | | Realisasi 2024 2024 Realization | Realisasi 2023 2023 Realization |
|---|---|--------------------|--------------------------|------------------------------------|------------------------------------|
| | | Anggaran Budget | Realisasi Realization | | |
| Pendidikan Education |  | 1.375 | 724 | 143 | 467 |
| Pemberdayaan Masyarakat Community Development |  | 615 | 6.101 | 50 | 4.156 |
| |  | | | | |
| |  | | | | |
| Kesehatan Health |  | 240 | 683 | 114 | 447 |
| Kemanusiaan Humanity |  | 6.791 | 2.569 | 4.375 | 1.101 |
| |  | | | | |
| Lingkungan Environment |  | 9.773 | 9.243 | 335 | 150 |
| |  | | | | |
| |  | | | | |
| |  | | | | |
| |  | | | | |
|  | | | | | |
| |  | | | | |
| Total | | 18.794 | 19.319 | 5.017 | 4.773 |



PENGADUAN MASYARAKAT [SEOJK F.24, GRI 2-16, GRI 2-25, GRI 2-26]

Sebagai bagian dari komitmen Perseroan dalam mengelola dampak operasional secara bertanggung jawab, Perseroan menyediakan mekanisme pengaduan yang terbuka dan transparan bagi masyarakat serta pemangku kepentingan. Mekanisme ini bertujuan untuk menampung masukan, keluhan, maupun aspirasi yang berkaitan dengan aktivitas operasional, produk, dan layanan Perseroan, sehingga dapat ditindaklanjuti secara tepat dan berkelanjutan.

Perseroan memastikan bahwa setiap pengaduan yang diterima akan melalui proses identifikasi, verifikasi, dan penanganan yang terstruktur. Pengaduan yang dinilai memiliki dampak signifikan terhadap operasional, reputasi, maupun pemangku kepentingan akan dikomunikasikan secara berjenjang kepada Direksi dan Dewan Komisaris untuk memperoleh arahan dan keputusan yang tepat.

Selain itu, Perseroan juga menyediakan kanal pengaduan yang mencakup isu sosial, lingkungan, serta etika melalui mekanisme *Whistleblowing System* (WBS). Sistem ini memungkinkan masyarakat dan pemangku kepentingan untuk menyampaikan pengaduan secara aman, bertanggung jawab, dan menjaga kerahasiaan pelapor. Informasi lebih lanjut mengenai mekanisme WBS dapat dilihat pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan yang diterbitkan secara terpisah namun masih dalam satu kesatuan laporan.

Sepanjang tahun 2025, Perseroan menerima 1 (satu) laporan melalui sistem WBS namun pengaduan tersebut tidak berdampak signifikan terhadap operasional maupun pemangku kepentingan. Selain itu, tidak terdapat pengaduan yang berkaitan dengan pelanggaran kerahasiaan data pelanggan maupun kehilangan data pelanggan, baik melalui mekanisme WBS maupun kanal pengaduan lainnya. [GRI 418-1]

Perseroan tetap berkomitmen untuk meningkatkan efektivitas mekanisme pengaduan sebagai bagian dari upaya memperkuat hubungan dengan masyarakat serta memastikan pengelolaan dampak yang lebih baik di masa mendatang.

PUBLIC COMPLAINTS [SEOJK F.24, GRI 2-16, GRI 2-25, GRI 2-26]

As part of the Company's commitment to responsible operational impact management, the Company provides an open and transparent grievance mechanism for communities and stakeholders. This mechanism is designed to accommodate feedback, complaints, and aspirations related to the Company's operations, products, and services, enabling appropriate and sustainable follow-up actions.

The Company ensures that every grievance received undergoes a structured process of identification, verification, and resolution. Grievances that are considered to have significant impacts on operations, reputation, or stakeholders are escalated to the Board of Directors and the Board of Commissioners to obtain appropriate direction and decisions.

In addition, the Company provides grievance channels covering social, environmental, and ethical issues through the Whistleblowing System (WBS). This system enables communities and stakeholders to submit grievances in a secure, responsible, and confidential manner. Further information regarding the WBS mechanism is available in the Corporate Governance section of the Annual Report, which is published separately but forms an integral part of the Company's reporting.

Throughout 2025, the Company received 1 (one) report through the WBS mechanism, however, the report did not have significant impact on operations or stakeholders. Furthermore, there were no complaints related to breaches of customer data confidentiality or loss of customer data, either through the WBS mechanism or other grievance channels. [GRI 418-1]

The Company remains committed to continuously improving the effectiveness of its grievance mechanism as part of its efforts to strengthen community relations and ensure better impact management in the future.

Produk Berkualitas dan Kepuasan Pelanggan

Quality Products and Customer Satisfaction

Pendekatan Manajemen [GRI 3-3]

Management Approach

| | |
|--|---|
| Indikator Pengungkapan Key Disclosures | Kesehatan dan Keselamatan Pelanggan [GRI 416-1], [GRI 416-2] Pelabelan dan Informasi Produk dan Jasa [GRI 417-1], [GRI 417-2], [GRI 417-3] Customer Health and Safety [GRI 416-1], [GRI 416-2] Product and Service Labeling [GRI 417-1], [GRI 417-2], [GRI 417-3] |
| Mengapa Penting Importance | Perseroan memandang kualitas produk dan layanan serta kepuasan pelanggan sebagai faktor kunci dalam menjaga kepercayaan dan loyalitas pelanggan. Penyediaan produk dan layanan yang aman, berkualitas, serta sesuai dengan kebutuhan pelanggan diyakini mampu meningkatkan daya saing dan keberlanjutan usaha Perseroan. The Company considers product and service quality and customer satisfaction as key factors in maintaining customer trust and loyalty. Providing safe, high-quality products and services that meet customer needs enhances competitiveness and business sustainability. |
| Cakupan Scope | Cakupan meliputi seluruh produk dan layanan yang dihasilkan Perseroan, termasuk operasional pusat perbelanjaan, perhotelan, serta layanan pendukung lainnya di seluruh wilayah operasional Perseroan. The scope covers all products and services provided by the Company, including shopping malls, hospitality operations, and supporting services across all operational areas. |
| Inisiatif Initiatives | Perseroan memastikan kualitas produk dan layanan melalui penerapan standar operasional dan prosedur yang terukur, pengawasan kualitas secara berkala, serta evaluasi terhadap kepatuhan terhadap standar keselamatan dan kesehatan pelanggan. Perseroan juga menyediakan informasi yang jelas dan transparan terkait produk dan layanan, serta secara rutin melakukan survei kepuasan pelanggan untuk mengidentifikasi area perbaikan. Selain itu, Perseroan menyediakan mekanisme penanganan keluhan pelanggan untuk memastikan respons yang cepat dan tepat terhadap masukan pelanggan. The Company ensures product and service quality through the implementation of measurable standard operating procedures, regular quality monitoring, and evaluation of compliance with customer health and safety standards. The Company also provides clear and transparent information regarding its products and services and conducts regular customer satisfaction surveys to identify improvement areas. In addition, the Company provides complaint handling mechanisms to ensure prompt and appropriate responses to customer feedback. |
| Penanggung Jawab dan Cara Evaluasi Kinerja Person in Charge and Performance Evaluation Method | Pengawasan atas kualitas produk dan kepuasan pelanggan berada di bawah koordinasi Komite Keberlanjutan dengan pelaksanaan operasional oleh unit bisnis terkait dan fungsi layanan pelanggan. Evaluasi dilakukan melalui hasil survei kepuasan pelanggan, tingkat keluhan pelanggan, serta audit internal untuk memastikan kualitas layanan tetap terjaga. Oversight of product quality and customer satisfaction is under the coordination of the Sustainability Committee, with operational implementation carried out by relevant business units and customer service functions. Performance evaluation is conducted through customer satisfaction survey results, customer complaint levels, and internal audits to ensure service quality is maintained. |
| Pemangku Kepentingan Terdampak Impacted Stakeholders | <ul style="list-style-type: none"> • Internal: Manajemen, Karyawan • Eksternal: Pelanggan, tenant, mitra kerja • Internal: Management, Employees • External: Customers, tenants, business partners |

PT Pakuwon Jati Tbk berkomitmen untuk memberikan layanan atas produk dan/atau jasa yang setara kepada seluruh konsumen tanpa diskriminasi, dengan memastikan akses yang adil terhadap produk dan layanan yang disediakan. Perseroan juga menjaga kualitas, keamanan, dan kenyamanan layanan melalui penerapan standar pelayanan yang konsisten di seluruh unit operasional serta penyampaian informasi yang transparan dan mudah diakses oleh konsumen.

PT Pakuwon Jati Tbk is committed to providing equal access to products and/or services to all customers without discrimination, ensuring fair access to its offerings. The Company maintains service quality, safety, and comfort through consistent service standards across all operational units, as well as transparent and accessible information for customers.



Sebagai bagian dari komitmen tersebut, Perseroan menyediakan mekanisme penanganan keluhan dan masukan pelanggan yang responsif untuk memastikan setiap keluhan ditindaklanjuti secara tepat waktu dan profesional. Perseroan juga secara berkala melakukan evaluasi kualitas layanan guna meningkatkan pengalaman pelanggan secara berkelanjutan. [SEOJK F.17]

KEAMANAN PRODUK [SEOJK F.27, GRI 416-1, GRI 4162]

Perseroan memastikan bahwa seluruh produk dan layanan yang disediakan telah memenuhi standar keamanan dan kualitas yang berlaku melalui penerapan prosedur operasional dan standar pelayanan yang terukur. Seluruh produk Perseroan telah 100% memenuhi standar keamanan dan regulasi yang relevan serta didukung oleh sistem pengawasan dan evaluasi yang ketat, sehingga keamanan produk dan layanan dapat terjamin dalam setiap aktivitas operasional.

Selain itu, dalam penggunaan material konstruksi, Perseroan mensyaratkan kepemilikan sertifikasi hijau (*green certification*) untuk material yang relevan. Untuk memastikan kualitas material yang digunakan, Perseroan secara periodik melakukan pemeriksaan melalui laboratorium independen, antara lain *compressive test* untuk beton dan *tensile test* untuk baja tulangan (*rebar*).

Dalam pelaksanaannya, Perseroan melakukan pengawasan dan evaluasi secara berkala terhadap kualitas dan keamanan produk dan layanan, termasuk melalui inspeksi operasional, pengendalian internal, serta pengujian material konstruksi. Hingga tahun 2025, Perseroan tidak mencatat adanya insiden ketidakpatuhan yang berkaitan dengan dampak keamanan produk dan layanan.

INOVASI PRODUK [SEOJK F.26]

Perseroan secara berkelanjutan melakukan inovasi produk dan layanan untuk meningkatkan pengalaman pelanggan serta memperkuat daya tarik kawasan yang dikembangkan. Inovasi dilakukan melalui pengembangan konsep destinasi terpadu yang menggabungkan fungsi komersial, rekreasi, dan gaya hidup, sehingga mampu menciptakan nilai tambah bagi pelanggan dan tenant.

Pada tahun 2025, Perseroan menghadirkan inovasi melalui pengembangan destinasi kuliner tematik Park Shanghai di kawasan superblok Pakuwon City Mall yang mengusung konsep ruang terbuka terintegrasi untuk memperkaya pengalaman gaya hidup dan interaksi sosial pengunjung. Selain itu, inovasi juga tercermin melalui pembukaan hotel Four Points Bekasi dan Aloft Surabaya Pakuwon City, yang menghadirkan konsep hospitality modern dengan fasilitas terintegrasi dalam kawasan superblok, sehingga memberikan kemudahan akses serta pengalaman menginap yang lebih seamless bagi pelanggan.

As part of this commitment, the Company provides responsive customer complaint and feedback mechanisms to ensure that all concerns are addressed in a timely and professional manner. The Company also periodically evaluates service quality to continuously enhance customer experience. [SEOJK F.17]

PRODUCT SAFETY [SEOJK F.27, GRI 416-1, GRI 416-2]

The Company ensures that all products and services provided meet applicable safety and quality standards through the implementation of measurable operational procedures and service standards. All of the Company's products have fully complied with relevant safety standards and regulations and are supported by strict monitoring and evaluation systems, ensuring the safety of products and services in all operational activities.

In addition, in the use of construction materials, the Company requires relevant green certification for applicable materials. To ensure the quality of materials used, the Company periodically conducts testing through independent laboratories, including compressive tests for concrete and tensile tests for reinforcing steel (*rebar*).

In practice, the Company conducts regular monitoring and evaluation of the quality and safety of its products and services, including through operational inspections, internal controls, and construction material testing. As of 2025, the Company did not record any incidents of non-compliance related to the safety impact of its products and services.

PRODUCT INNOVATION [SEOJK F.26]

The Company continuously develops product and service innovations to enhance customer experience and strengthen the attractiveness of its integrated developments. These innovations are carried out through the development of mixed-use destinations that combine commercial, recreational, and lifestyle functions, thereby creating added value for customers and tenants.

In 2025, the Company introduced innovation through the development of the Park Shanghai themed culinary destination within the Pakuwon City Mall superblok, designed as an integrated open space to enhance lifestyle and social experiences. In addition, innovation is also reflected in the opening of Four Points Bekasi and Aloft Surabaya Pakuwon City, which offer modern hospitality concepts with integrated facilities within superblok developments, providing seamless access and enhanced guest experiences.

Perseroan juga melanjutkan inovasi melalui pengembangan proyek Pakuwon Mall Semarang, yang mencerminkan penguatan konsep superblok terintegrasi sebagai strategi jangka panjang dalam menciptakan destinasi berbasis gaya hidup. Secara keseluruhan, inovasi ini menunjukkan kemampuan Perseroan dalam beradaptasi terhadap perubahan preferensi konsumen serta memperkuat sumber pendapatan berulang melalui peningkatan kualitas pengalaman pelanggan.

DAMPAK PRODUK/JASA [SEOJK F.28, GRI 417-1, GRI 417-2, GRI 417-3]

Perseroan secara berkelanjutan mengevaluasi dampak produk dan jasa untuk memastikan keamanan, kualitas, serta kepatuhan terhadap peraturan yang berlaku. Setiap produk dan layanan dirancang dan dikelola dengan memperhatikan aspek keselamatan pelanggan, transparansi informasi, serta pengalaman pengguna, sehingga memberikan manfaat optimal tanpa menimbulkan dampak negatif.

Sebagai bagian dari penerapan pemasaran, periklanan, dan penjualan yang bertanggung jawab, setiap program pemasaran yang akan diluncurkan, termasuk materi promosi, gimmick, syarat dan ketentuan penjualan, serta spesifikasi produk, wajib melalui proses peninjauan dan persetujuan oleh Direksi yang membidangi pemasaran, keuangan, dan legal. Proses ini bertujuan untuk memastikan bahwa seluruh komunikasi pemasaran dan penjualan disampaikan secara akurat, transparan, tidak menyesatkan, serta sesuai dengan standar dan spesifikasi produk yang telah ditetapkan Perseroan.

Perseroan juga menyelenggarakan pelatihan dan/atau pembekalan kepada tim sales, baik karyawan baru maupun karyawan eksisting, terkait syarat dan ketentuan penjualan, standar komunikasi kepada pelanggan, serta prinsip pemasaran yang bertanggung jawab. Pelatihan ini mencakup larangan untuk memberikan informasi, klaim, atau janji yang tidak sesuai dengan ketentuan, standar, maupun spesifikasi produk yang telah ditetapkan Perseroan.

Untuk memastikan kepatuhan terhadap prinsip tersebut, Perseroan melakukan pengawasan dan evaluasi secara berkala terhadap pelaksanaan program pemasaran dan aktivitas penjualan, termasuk peninjauan materi promosi, pemantauan komunikasi penjualan, serta tindak lanjut atas masukan atau keluhan pelanggan. Perseroan juga memastikan penyampaian informasi yang jelas dan tidak menyesatkan serta menerapkan mekanisme umpan balik dan penanganan keluhan pelanggan secara responsif.

Hingga tahun 2025, Perseroan tidak mencatat adanya insiden ketidakpatuhan yang signifikan terkait dampak produk dan jasa terhadap kesehatan dan keselamatan pelanggan maupun pelanggaran terkait informasi dan pemasaran.

The Company also continues its innovation through the development of Pakuwon Mall Semarang, reflecting the strengthening of its integrated superbloc concept as a long-term strategy in creating lifestyle-driven destinations. Overall, these innovations demonstrate the Company's ability to adapt to evolving consumer preferences and strengthen recurring revenue streams through enhanced customer experience.

PRODUCT/SERVICE IMPACT [SEOJK F.28, GRI 417-1, GRI 417-2, GRI 417-3]

The Company continuously evaluates the impacts of its products and services to ensure safety, quality, and compliance with applicable regulations. Each product and service is designed and managed by considering customer safety, information transparency, and user experience, thereby delivering optimal value without causing adverse impacts.

As part of responsible marketing, advertising, and sales practices, every marketing program to be launched, including promotional materials, gimmicks, terms and conditions of sale, and product specifications, must undergo a review and approval process by the Directors overseeing marketing, finance, and legal functions. This process aims to ensure that all marketing and sales communications are delivered accurately, transparently, are not misleading, and are aligned with the Company's established standards and product specifications.

The Company also provides training and/or briefings to its sales team, both new and existing employees, regarding sales terms and conditions, standards of communication with customers, and principles of responsible marketing. This training includes prohibitions against providing information, claims, or promises that are inconsistent with the Company's established standards, terms, and product specifications.

To ensure compliance with these principles, the Company conducts regular monitoring and evaluation of marketing programs and sales activities, including the review of promotional materials, monitoring of sales communications, and follow-up on customer feedback or complaints. The Company also ensures the delivery of clear and non-misleading information and implements responsive customer feedback and complaint handling mechanisms.

As of 2025, the Company did not record any significant incidents of non-compliance related to the impact of products and services on customer health and safety, nor any violations related to information and marketing practices.

PRODUK YANG DITARIK KEMBALI [SEOJK F.29]



Hingga Desember 2025, tidak terdapat penarikan produk Perusahaan, sehingga informasi ini tidak dapat disajikan dalam laporan keberlanjutan ini.

KEPUASAN PELANGGAN [SEOJK F.30]



Perseroan menempatkan kepuasan pelanggan sebagai salah satu indikator utama dalam menjaga kualitas layanan dan keberlanjutan usaha. Untuk itu, Perseroan secara berkala melakukan pengukuran kepuasan pelanggan melalui survei serta pemantauan umpan balik guna mengidentifikasi area perbaikan dan meningkatkan kualitas pengalaman pelanggan secara berkelanjutan.

Pada tahun 2025, sebanyak 11.815 pelanggan berpartisipasi sebagai responden dalam survei kepuasan pelanggan Perseroan, di mana 57,27% di antaranya menyatakan sangat puas terhadap produk dan layanan yang diberikan. Hasil survei ini mencerminkan tingkat penerimaan dan kepuasan pelanggan terhadap kualitas layanan Perseroan. Informasi lebih lanjut mengenai hasil survei disajikan pada tabel berikut.

Tabel Kepuasan Pelanggan

Table of Customer Satisfaction

| Kategori Category | 2025-Survei dari 11.815 responden 2025 A Survey of 11,815 respondent | | | | |
|--|---|-------------------|--------------------------------|---------------------------|---------------------------------------|
| | A | B | C | D | E |
| | Sangat Puas Very Satisfied | Puas Satisfied | Cukup Puas Fairly Satisfied | Tidak Puas Unsatisfied | Sangat Tidak Puas Very Unsatisfied |
| Kebersihan toilet Toilet Cleanliness | 60,72% | 20,7% | 12,5% | 2,2% | 3,9% |
| Kebersihan koridor Corridor Cleanliness | 59,1% | 24,0% | 12,0% | 1,5% | 3,5% |
| Rasa aman Sense of Secure | 60,5% | 21,2% | 13,5% | 1,6% | 3,2% |
| Lost & found | 55,1% | 21,3% | 17,2% | 2,6% | 3,8% |
| Kemudahan Parkir Ease of Parking | 50,5% | 19,4% | 19,1% | 4,8% | 6,2% |
| Kemudahan masuk/keluar kendaraan Vehicle entry/exit convenience of Secure | 53,3% | 22,5% | 16,7% | 3,3% | 4,2% |
| AC | 60,8% | 20,4% | 13,1% | 2,1% | 3,6% |
| Pakuwon Privilage Benefit | 58,2% | 21,1% | 14,3% | 2,6% | 3,7% |
| Rata-rata Average | 57,3% | 21,3% | 14,8% | 2,6% | 4,0% |

PRODUCT RECALLS [SEOJK F.29]

Until December 2025, there were no recalls of the Company's products, so this information cannot be presented in this sustainability report.

CUSTOMER SATISFACTION [SEOJK F.30]

The Company places customer satisfaction as a key indicator in maintaining service quality and business sustainability. Accordingly, the Company regularly measures customer satisfaction through surveys and feedback monitoring to identify areas for improvement and continuously enhance the overall customer experience.

In 2025, a total of 11,815 customers participated as respondents in the Company's customer satisfaction survey, of which 57.27% expressed being very satisfied with the products and services provided. These results reflect the level of customer acceptance and satisfaction with the Company's service quality. Further details of the survey results are presented in the table below.

PG CARD LOUNGE



PG Card Lounge - Tunjungan Plaza

2024-Survei dari 13.247 responden
2024 A Survey of 13,247 respondent

2023-Survei dari 14.497 responden
2023 A Survey of 14,497 respondent

| A | B | C | D | E | A | B | C | D | E |
|-------------------------------|-------------------|--------------------------------|---------------------------|---------------------------------------|-------------------------------|-------------------|--------------------------------|---------------------------|---------------------------------------|
| Sangat Puas Very Satisfied | Puas Satisfied | Cukup Puas Fairly Satisfied | Tidak Puas Unsatisfied | Sangat Tidak Puas Very Unsatisfied | Sangat Puas Very Satisfied | Puas Satisfied | Cukup Puas Fairly Satisfied | Tidak Puas Unsatisfied | Sangat Tidak Puas Very Unsatisfied |
| 58,8% | 21,5% | 12,8% | 2,0% | 4,9% | 58,6% | 22,5% | 12,9% | 2,2% | 3,8% |
| 57,2% | 25,6% | 12,1% | 1,5% | 3,7% | 56,7% | 26,6% | 12,2% | 1,6% | 2,8% |
| 58,6% | 21,7% | 14,2% | 1,8% | 3,6% | 58,1% | 23,0% | 14,7% | 1,6% | 2,7% |
| 53,0% | 22,3% | 17,6% | 2,6% | 4,4% | 52,9% | 23,0% | 18,5% | 2,6% | 3,0% |
| 48,1% | 18,3% | 20,7% | 5,7% | 7,2% | 49,2% | 20,8% | 20,6% | 4,6% | 4,7% |
| 51,2% | 22,9% | 17,9% | 3,3% | 4,7% | 51,7% | 23,9% | 17,6% | 3,1% | 3,6% |
| 59,3% | 20,6% | 13,2% | 2,5% | 4,4% | 58,1% | 21,0% | 14,5% | 2,5% | 3,9% |
| 56,4% | 21,8% | 14,5% | 2,6% | 4,7% | 57,3% | 22,3% | 14,3% | 1,9% | 4,2% |
| 55,3% | 21,8% | 15,4% | 2,8% | 4,7% | 55,3% | 22,9% | 15,7% | 2,5% | 3,6% |



Tanggapan terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya [G.3]

Response to Feedback on the Previous Sustainability Report [G.3]

Dalam proses penyusunan Laporan Keberlanjutan tahun 2025, PT Pakuwon Jati Tbk terus melakukan evaluasi internal terhadap kualitas penyajian dan kelengkapan informasi laporan sebelumnya. Hingga periode pelaporan, tidak terdapat umpan balik signifikan dari pemangku kepentingan yang memerlukan penyesuaian material.

Meskipun demikian, Perseroan tetap melakukan penyempurnaan pada struktur pengungkapan, kualitas data, serta keterkaitan antara kinerja dan strategi keberlanjutan guna memastikan laporan yang disajikan semakin relevan, transparan, dan informatif bagi para pemangku kepentingan.

Dalam proses penyusunan Laporan Keberlanjutan tahun 2025, PT Pakuwon Jati Tbk terus melakukan evaluasi internal terhadap kualitas penyajian dan kelengkapan informasi laporan sebelumnya. Hingga periode pelaporan, tidak terdapat umpan balik signifikan dari pemangku kepentingan yang memerlukan penyesuaian material.

Meskipun demikian, Perseroan tetap melakukan penyempurnaan pada struktur pengungkapan, kualitas data, serta keterkaitan antara kinerja dan strategi keberlanjutan guna memastikan laporan yang disajikan semakin relevan, transparan, dan informatif bagi para pemangku kepentingan.



Lembar Umpan Balik [G.2]

Feedback Form [G.2]

Terima kasih telah membaca Laporan Keberlanjutan PT Pakuwon Jati Tbk tahun 2025. Untuk mewujudkan kualitas pelaporan yang lebih baik di masa mendatang, kami sangat mengharapkan usulan, kritik, dan saran dari para pembaca dan pengguna laporan ini. Perseroan berkomitmen untuk senantiasa meningkatkan kinerja keberlanjutan serta memberikan nilai tambah terbaik bagi seluruh pemangku kepentingan.

Thank you for reading the 2025 Sustainability Report of PT Pakuwon Jati Tbk. In our continuous effort to improve the quality of future reporting, we welcome feedback, suggestions, and input from readers and users of this report. The Company remains committed to enhancing its sustainability performance and delivering the best value to all stakeholders.

Profil Anda

Your Profile

| | |
|--|--|
| Nama (bila berkenan) Name (optional) | : |
| Institusi/Perusahaan Institution/Company | : |
| E-mail | : |
| Telp/HP Phone/Mobile | : |
| Golongan Pemangku Kepentingan Stakeholder Category | : (Mohon pilih salah satu Please select one) <input type="checkbox"/> Pemerintah Government <input type="checkbox"/> Pemegang Saham/Investor Shareholders/Investors <input type="checkbox"/> Karyawan Employees <input type="checkbox"/> Pelanggan Customers <input type="checkbox"/> Mitra Kerja (Vendor dan Supplier) Business Partners (Vendors and Suppliers) <input type="checkbox"/> Media Massa Mass Media <input type="checkbox"/> Akademisi Academics <input type="checkbox"/> Masyarakat Community <input type="checkbox"/> Lain-lain Others: |

Penilaian Laporan

Report Evaluation

Mohon pilih jawaban berikut yang paling sesuai dengan pertanyaan di bawah.

Please select the answer that best reflects your opinion.

| | Ya Yes | Tidak No | Catatan Anda Your Comments |
|---|-----------|-------------|-------------------------------|
| Laporan ini mudah dimengerti? This report is easy to understand? | | | |
| Laporan ini bermanfaat bagi Anda? This report is useful for you? | | | |
| Laporan ini sudah menggambarkan kinerja Bank dalam pembangunan berkelanjutan? This report reflects the Company's performance in sustainable development? | | | |



Penilaian Aspek Material



Mohon berikan penilaian atas tingkat kepentingan aspek berikut bagi keberlanjutan PT Pakuwon Jati Tbk, dengan nilai sebagai berikut:
 1 = Sangat Tidak Penting,
 2 = Tidak Penting,
 3 = Cukup Penting,
 4 = Penting,
 5 = Sangat Penting



Materiality Assessment

Please provide your assessment of the importance of the following aspects for the sustainability of PT Pakuwon Jati Tbk, with the following scale:
 1 = Not Important at All,
 2 = Slightly Important,
 3 = Moderately Important,
 4 = Important,
 5 = Very Important

| Aspek Aspect | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Kinerja Ekonomi Economic Performance | | | | | |
| Kinerja Lingkungan Environmental Performance | | | | | |
| Kinerja Sosial – Aspek Ketenagakerjaan dan K3 Social Performance – Employment & OHS | | | | | |
| Kinerja Sosial – Aspek Masyarakat Social Performance – Community | | | | | |
| Tanggung Jawab Produk dan Pelanggan Product & Customer Responsibility | | | | | |

Saran dan Masukan

Mohon berikan saran/usul/komentar Anda atas laporan ini:

Suggestions and Feedback

Please provide your suggestions/comments on this report:

Penutup

Terima kasih atas partisipasi Anda. Mohon agar lembar umpan balik ini dikirimkan kembali ke alamat:

Sekretaris Perusahaan PT Pakuwon Jati Tbk
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 Email: corpsec@pakuwon.com
 Situs: www.pakuwonjati.com

Closing

Thank you for your participation. Please kindly return this feedback form to:

Sekretaris Perusahaan PT Pakuwon Jati Tbk
 Pakuwon City Mall 5th floor
 Jl. Kejawan Putih Mutiara No. 17
 Pakuwon City Surabaya 60112, Indonesia
 Telp.: (+62) 31 99218800
 Email: corpsec@pakuwon.com
 Website: www.pakuwonjati.com

Daftar Indeks GRI Universal Standard - 2021

GRI Universal Standard Index – 2021

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Perseroan telah mengadopsi pendekatan pengungkapan yang mengacu pada IFRS Sustainability Disclosure Standards (IFRS S1 dan IFRS S2) untuk memastikan informasi keberlanjutan yang disampaikan relevan, andal, dan mendukung pengambilan keputusan oleh pemangku kepentingan, khususnya investor.

The Company has adopted disclosure practices aligned with the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) to ensure that sustainability information is relevant, reliable, and supports decision-making by stakeholders, particularly investors.

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| Lingkungan Environment | Peluang Lingkungan Environmental Opportunities | <p>Sampai dengan akhir 2025, 29% dari luas gedung Perseroan telah memperoleh sertifikat bangunan hijau.</p> <p>Perseroan melibatkan tenant dalam upaya keberlanjutan, pada panduan fit-out gedung, semua tenant diwajibkan untuk menggunakan lampu LED.</p> <p>As of the end of 2025, 29% of the Company's building area had obtained green building certification.</p> <p>The Company involves tenants in sustainability efforts through building fit-out guidelines, under which all tenants are required to use LED lighting.</p> | SR136-138 |
| Sosial Social | Sumber Daya Manusia Human Capital | <p>Perusahaan telah memulai penyelarasan dengan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3), sesuai dengan Peraturan Pemerintah Nomor 50 Tahun 2012.</p> <p>Kinerja kesehatan dan keselamatan kerja dikelola melalui Komite ESG & Keberlanjutan di bawah Dewan Direksi, dengan implementasi yang dikoordinasikan oleh fungsi Sumber Daya Manusia & Kesehatan dan Keselamatan Kerja (SDM & K3). Diketuai oleh Direktur Keuangan / Sekretaris Perusahaan.</p> <p>The Company has begun alignment with the Occupational Health and Safety Management System (SMK3), in accordance with Government Regulation No. 50 of 2012.</p> <p>Occupational health and safety performance is managed through the ESG & Sustainability Committee under the Board of Directors, with implementation coordinated by the Human Resources and Occupational Health and Safety (HR & OHS) function. The committee is chaired by the Finance Director / Corporate Secretary.</p> | SR172-173 |
| Sosial Social | Tanggung Jawab Produk Product Liability | <p>Perseroan mengadakan annual training tentang quality assurance dengan kontraktor proyek gedung high-rise terkait non-conformance terhadap quality standard.</p> <p>Perseroan mensyaratkan green certificate untuk material bangunan tertentu dan melakukan pemeriksaan terhadap kualitas material melalui laboratorium independen. Selain itu, kontraktor gedung high-rise maupun vendor yang melakukan pemeliharaan gedung tinggi wajib memiliki sertifikat-sertifikat tertentu.</p> <p>Setiap program pemasaran, termasuk materi promosi, gimmick, syarat penjualan, dan spesifikasi produk, wajib ditinjau dan disetujui oleh Direksi sebelum diluncurkan.</p> <p>Perseroan memberikan pelatihan kepada tim sales mengenai syarat penjualan, standar komunikasi pelanggan, dan prinsip pemasaran yang bertanggung jawab.</p> <p>Perseroan melakukan pengawasan dan evaluasi berkala atas program pemasaran dan aktivitas penjualan, termasuk peninjauan materi promosi serta tindak lanjut atas masukan atau keluhan pelanggan.</p> <p>The Company conducts periodic monitoring and evaluation of marketing programs and sales activities, including reviews of promotional materials and follow-up on customer feedback or complaints.</p> <p>The Company conducts annual quality assurance training with high-rise building project contractors regarding non-conformance with quality standards.</p> <p>The Company requires green certificates for certain building materials and conducts material quality testing through independent laboratories.</p> <p>In addition, high-rise building contractors and vendors performing high-rise building maintenance are required to hold specific certifications.</p> <p>Each marketing program, including promotional materials, gimmicks, sales terms, and product specifications, must be reviewed and approved by the Board of Directors before launch.</p> <p>The Company provides training to the sales team on sales terms, customer communication standards, and responsible marketing principles.</p> | <p>SR100</p> <p>SR98</p> <p>SR183</p> |

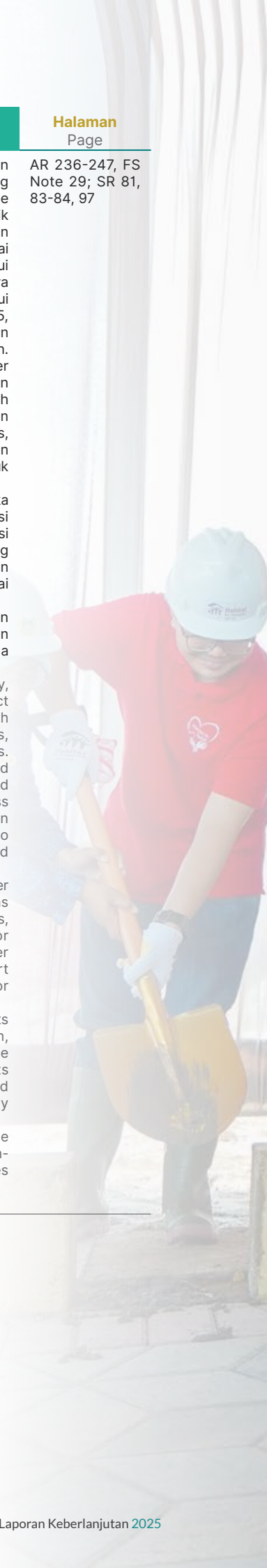


| Pilar ESG ESG Pillar | Tema Themes | Tanggapan Pakuwon Jati Pakuwon Jati Response | Halaman Page |
|---------------------------|--|--|---|
| Tata Kelola Governance | Tata Kelola Perusahaan Corporate Governance | <p>Perseroan menerapkan tata kelola perusahaan yang baik melalui struktur RUPS, Dewan Komisaris, dan Direksi, dengan pembagian fungsi pengawasan dan pengelolaan yang jelas. Per 31 Desember 2025, Dewan Komisaris terdiri dari 4 anggota termasuk 1 Komisaris Independen, serta didukung Komite Audit yang dipimpin Komisaris Independen untuk mengawasi kualitas pelaporan keuangan, pengendalian internal, manajemen risiko, serta auditor internal dan eksternal. Fungsi nominasi dan remunerasi dijalankan oleh Dewan Komisaris, dengan remunerasi yang disetujui melalui RUPS dan mempertimbangkan kinerja, pencapaian target, kompleksitas tugas, serta praktik perusahaan sejenis. Perseroan juga menerapkan perlakuan yang adil bagi seluruh pemegang saham, termasuk pemegang saham minoritas, melalui akses informasi, partisipasi RUPS, dan pengungkapan struktur kepemilikan serta informasi investor.</p> <p>Dalam aspek ownership & control, Perseroan menerapkan perlakuan yang adil bagi seluruh pemegang saham, termasuk pemegang saham minoritas, melalui akses informasi, partisipasi RUPS, perlindungan hak pemegang saham, serta pengungkapan struktur kepemilikan dan informasi investor melalui situs web Perseroan.</p> <p>Perseroan memperoleh opini Wajar Tanpa Pengecualian (WTP) dari KAP Liana Ramon Xenia & Rekan serta mengungkapkan fee audit yang dibayarkan. KAP tidak memberikan jasa lain selain audit laporan keuangan tahunan.</p> <p>The Company implements good corporate governance through the structure of the GMS, the Board of Commissioners, and the Board of Directors, with a clear division between supervisory and management functions. As of December 31, 2025, the Board of Commissioners consisted of 4 members, including 1 Independent Commissioner, and was supported by an Audit Committee chaired by an Independent Commissioner to oversee the quality of financial reporting, internal controls, risk management, and internal and external auditors.</p> <p>The nomination and remuneration functions are carried out by the Board of Commissioners, with remuneration approved through the GMS and taking into account performance, target achievement, complexity of duties, and practices at comparable companies. The Company also applies fair treatment to all shareholders, including minority shareholders, through access to information, participation in the GMS, and disclosure of ownership structure and investor information.</p> <p>In terms of ownership & control, the Company applies fair treatment to all shareholders, including minority shareholders, through access to information, GMS participation, protection of shareholder rights, and disclosure of ownership structure and investor information through the Company's website.</p> <p>The Company received an Unqualified Opinion from Public Accounting Firm Liana Ramon Xenia & Rekan and disclosed the audit fee paid. The Public Accounting Firm did not provide services other than the annual financial statement audit.</p> | AR 32, 103, 150, 156, 166-252; SR 64-86 |



| Pilar ESG ESG Pillar | Tema Themes | Tanggapan Pakuwon Jati Pakuwon Jati Response | Halaman Page |
|---------------------------|---|---|--|
| Tata Kelola Governance | Perilaku Perusahaan Corporate Behavior | <p>Perseroan menerapkan Kode Etik, Kebijakan Anti-Korupsi, dan Kebijakan Anti Pencucian Uang sebagai pedoman perilaku bisnis yang berintegritas. Kebijakan antikorupsi disosialisasikan bersama Kode Etik melalui pelatihan, rapat, situs internal, dan komunikasi elektronik kepada karyawan, tenant dan mitra kerja. Setiap karyawan diwajibkan menandatangani pakta integritas yang diperbarui setiap tahun sebagai pernyataan bahwa mereka telah membaca, memahami, dan menyetujui kebijakan anti-korupsi. Hal serupa juga berlaku bagi tenant dan mitra kerja yang diwajibkan menandatangani pakta integritas yang diperbarui pada saat perpanjangan/pembaharuan kontrak. Hingga akhir 2025, Perseroan tidak menerima laporan pelanggaran Kode Etik oleh insan Perseroan dan tidak mendapati kasus korupsi di lingkungan Perseroan. Perseroan memiliki Whistleblowing System (WBS) sejak 15 Desember 2021 sebagai sarana pencegahan dan pengungkapan dugaan pelanggaran atau tindak kecurangan. WBS dapat digunakan oleh karyawan, pemasok, distributor, mitra bisnis, dan pemangku kepentingan lainnya, dengan mekanisme pelaporan, verifikasi, penanganan kasus, serta perlindungan kerahasiaan pelapor. Sepanjang 2025, Perseroan menerima 1 laporan melalui WBS, namun laporan tersebut tidak termasuk kategori atau ruang lingkup pengaduan WBS.</p> <p>Dalam praktik bisnis dan rantai pasok, Perseroan menerapkan kerangka pengelolaan pemasok yang mencakup identifikasi pemasok, seleksi pemasok, kontrak dan pengadaan, pemantauan kinerja, serta evaluasi pemasok. Perseroan juga melarang transaksi pemberian dana yang berhubungan dengan kegiatan politik; seluruh dana yang disalurkan kepada pihak berkepentingan harus melalui proses review dan sesuai dengan kebijakan internal serta peraturan yang berlaku.</p> <p>Dalam aspek tax transparency, Perseroan mengungkapkan beban pajak dalam catatan laporan keuangan konsolidasian, termasuk beban pajak final dan beban pajak nonfinal, serta rekonsiliasi pajak. Tidak ada keterlibatan terkait kontroversi perpajakan.</p> <p>The Company implements a Code of Conduct, Anti-Corruption Policy, and Anti-Money Laundering Policy as guidelines for business conduct with integrity. The anti-corruption policy is disseminated together with the Code of Conduct through training, meetings, internal websites, and electronic communications to employees and business partners. Each employee is required to sign an integrity pact, which is updated annually, as a statement that they have read, understood, and agreed to the anti-corruption policy. The same applies to tenants and business partners, who are required to sign an updated integrity pact upon contract renewal. As of the end of 2025, the Company received no reports of Code of Conduct violations by Company personnel and found no corruption cases within the Company.</p> <p>The Company has had a Whistleblowing System (WBS) since December 15, 2021 as a mechanism to prevent and disclose suspected violations or fraud. The WBS can be used by employees, suppliers, distributors, business partners, and other stakeholders, with mechanisms for reporting, verification, case handling, and protection of whistleblower confidentiality. Throughout 2025, the Company received 1 report through the WBS, but the report did not fall within the category or scope of WBS complaints.</p> <p>In its business and supply chain practices, the Company implements a supplier management framework covering supplier identification, supplier selection, contracting and procurement, performance monitoring, and supplier evaluation. The Company also prohibits funding transactions related to political activities; all funds distributed to interested parties must go through a review process and comply with internal policies and applicable regulations.</p> <p>In terms of tax transparency, the Company discloses tax expenses in the notes to the consolidated financial statements, including final and non-final tax expenses, as well as tax reconciliation. No tax controversies involved.</p> | AR 236-247, FS Note 29; SR 81, 83-84, 97 |

Notes: AR = Annual Report, SR = Sustainability Report, FS = Financial Statement





PAKUWON GROUP



CORPORATE SOCIAL RESPONSIBILITY

PELETAKAN BATU PERTAMA

KOLABORASI PAKUWON GROUP,
HABITAT FOR HUMANITY INDONESIA DAN PEMKAB GRESIK
PROGRAM DANA ALOKASI KHUSUS
PENGEMBANGAN PERMUKIMAN KUMUH TERPADU
(DAK PERSIAPAN 2025)

GRESIK, 4 SEPTEMBER 2025



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