

# Memperkuat Layanan dan Menjamin Keselamatan untuk Wujudkan Keberlanjutan

Empowering Services and Ensuring Safety to Cultivate Sustainability



## Tema

Theme

# 2024





## Penjelasan Tema

*Theme Explanation*

# Memperkuat Layanan dan Menjamin Keselamatan untuk Wujudkan Keberlanjutan

*Empowering Services and Ensuring Safety to Cultivate Sustainability*

Sejalan dengan visi menjadi solusi ekosistem transportasi terbaik untuk Indonesia, PT Kereta Api Indonesia (Persero) memperkuat layanan dengan meningkatkan sarana-prasarana untuk mendukung operasional yang lebih baik. Komitmen tersebut dilakukan sebagai langkah strategis KAI dalam mewujudkan masa depan yang berkelanjutan.

Di tahun 2024, KAI melakukan transformasi dan inovasi digital untuk meningkatkan keandalan dan menjamin keselamatan bagi penumpang. KAI meluncurkan inovasi *Track-Mod* dan *Smart Rail* untuk meningkatkan keselamatan dan keamanan kereta. Inovasi ini dirancang untuk meningkatkan efisiensi operasional, penghematan biaya, dan juga jaminan keselamatan perjalanan kereta api. KAI juga meluncurkan *Carbon Footprint* yang dapat diakses melalui aplikasi *Access by KAI* sebagai solusi transportasi yang inovatif dan ramah lingkungan. Lebih lanjut, KAI menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi dan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024.

In line with its vision of becoming Indonesia's best transportation ecosystem solution, PT Kereta Api Indonesia (Persero) strengthens its services by improving infrastructure to aid better operations. Such commitment is carried out as KAI's strategic step in realizing a sustainable future.

In 2024, KAI conducted digital transformation and innovation to improve reliability and ensure safety for passengers. KAI launched the *Track-Mod* and *Smart Rail* innovation to increase train safety and security, designed to improve operational efficiency, cost savings, as well as ensure train travel safety. KAI also launched *Carbon Footprint* which could be accessed through the *Access by KAI* application as an innovative and environmentally friendly transportation solution. Moreover, KAI issued bonds through the Continuous Public Offering (PUB) mechanism for Continuous Bonds and Sukuk Ijarah I Kereta Api Indonesia Phase II in 2024.

## Kesinambungan Tema

*Theme Continuity*

# 2023

### Meningkatkan Konektivitas, Mengkatalisasi Transformasi Berkelanjutan bagi Negeri

Enhancing Connectivity, Catalyzing  
Sustainable Transformation for the Nation



PT Kereta Api Indonesia (Persero) berkomitmen untuk menjadi katalisator utama dalam mendorong transformasi berkelanjutan bagi negeri melalui inisiatif yang terfokus pada peningkatan konektivitas. Sebagai pionir dalam sektor transportasi darat, perusahaan telah mengambil peran sentral dalam mempercepat pertumbuhan dan kemajuan ekonomi nasional. Dengan jaringan kereta api yang merentang dari ujung barat hingga timur, PT Kereta Api Indonesia telah menciptakan jalur komunikasi yang efisien, menghubungkan pusat-pusat ekonomi, industri, dan perdagangan di seluruh negeri. Keberadaan layanan kereta api yang andal tidak hanya memperpendek jarak antar-kota, tetapi juga memperluas aksesibilitas bagi masyarakat di daerah-daerah terpencil.

Melalui investasi strategis dalam pemeliharaan dan pengembangan infrastruktur, PT Kereta Api Indonesia memberikan kontribusi signifikan pada perubahan positif dalam sektor transportasi. Penambahan jalur kereta api, perluasan stasiun, dan peningkatan teknologi layanan merupakan upaya nyata dalam meningkatkan efisiensi dan kualitas perjalanan.

PT Kereta Api Indonesia juga mengambil peran sebagai katalisator sosial dan ekonomi, menciptakan peluang baru untuk pengembangan bisnis dan pertumbuhan ekonomi lokal. Dengan membangun kolaborasi erat dengan berbagai pemangku kepentingan, perusahaan ini mendorong transformasi berkelanjutan yang berdampak positif pada pengembangan masyarakat di sepanjang jalur kereta api.

Sebagai pilar penting dalam mobilitas dan konektivitas, PT Kereta Api Indonesia (Persero) tidak hanya menjadi penggerak utama transformasi nasional tetapi juga pendorong perubahan menuju masa depan yang lebih berkelanjutan dan inklusif bagi negeri.

PT Kereta Api Indonesia (Persero) is committed to being the primary catalyst in driving sustainable transformation for the nation through initiatives focused on enhancing connectivity. As a pioneer in the land transportation sector, the company has taken a central role in accelerating national economic growth and progress. With a railway network stretching from the western to the eastern ends of the country, PT Kereta Api Indonesia has created efficient communication routes, connecting economic, industrial, and trade centers across the nation. The existence of reliable rail services not only shortens the distance between cities but also expands accessibility for communities in remote areas.

Through strategic investments in the maintenance and development of infrastructure, PT Kereta Api Indonesia makes a significant contribution to positive changes in the transportation sector. The addition of railway lines, station expansions, and technological service improvements are tangible efforts to enhance travel efficiency and quality.

PT Kereta Api Indonesia also plays a role as a social and economic catalyst, creating new opportunities for business development and local economic growth. By building close collaborations with various stakeholders, the company promotes sustainable transformation that positively impacts community development along the railway lines.

As an essential pillar in mobility and connectivity, PT Kereta Api Indonesia (Persero) is not only a primary driver of national transformation but also a promoter of change towards a more sustainable and inclusive future for the nation.



# 2022

## Berakselerasi Memperkuat Kontribusi bagi Negeri

Accelerating to Strengthen Contribution for the Nation



Seiring pemulihan situasi ekonomi dari dampak pandemi Covid-19, KAI terus memperkuat kontribusi pada sektor transportasi negeri. Hal tersebut terwujud melalui pengembangan usaha dan operasional selama 2022, yang secara mendasar mampu mendorong daya adaptasi KAI dalam menghadapi dinamika industri. Lebih dari itu, kontribusi KAI juga tercermin melalui peningkatan kinerja keberlanjutan yang terlaksana selama 2022, mencakup aspek ekonomi, sosial, dan lingkungan, sebagai upaya berkelanjutan dalam menghadirkan dukungan kuat bagi pencapaian tujuan-tujuan pembangunan berkelanjutan di Indonesia.

Sampai akhir 2022, KAI menerapkan sejumlah langkah strategis mencakup segmen angkutan penumpang dan barang. Pada angkutan penumpang, KAI menerapkan pencegahan penularan Covid-19 sesuai kebijakan Pemerintah, sebagai upaya menyeluruh dalam memberi rasa aman bagi seluruh pelanggan. KAI juga telah menerapkan sejumlah upaya pemasaran, baik secara online maupun offline, hingga melakukan *reclass*, *rerouting*, dan menghadirkan perjalanan KA tambahan. Kemudian, pada angkutan barang, KAI telah menerapkan sejumlah upaya yang diarahkan guna percepatan pembangunan infrastruktur pendukung, optimalisasi sarana dan kegiatan pemasaran, hingga menerapkan upaya efisiensi pola operasi untuk meningkatkan volume angkutan, baik pada wilayah Jawa maupun Sumatra.

Penguatan kontribusi KAI antara lain ditunjukkan melalui peningkatan kualitas operasional, baik pada aspek keselamatan, ketepatan waktu, kenyamanan, dan daya tarik perjalanan. Pada 2022, KAI berhasil meningkatkan keandalan melalui kinerja pelayanan dan keselamatan, dengan merealisasikan penurunan kecelakaan dan keterlambatan, baik pada KA penumpang maupun KA barang. Peningkatan kenyamanan dan daya tarik perjalanan KA juga tercermin melalui hadirnya KA Luxury dan KA Panoramic pada 2022.

Atas pencapaian yang diraih pada 2022, kami optimistis kontribusi KAI dapat dipertahankan dan terus ditingkatkan seiring kelanjutan laju pembangunan negeri. Kami optimistis, KAI akan tumbuh lebih kuat sebagai pengelola moda transportasi berkelas dunia, seiring pencapaian visi untuk hadir menjadi solusi ekosistem transportasi terbaik untuk Indonesia.

As the economic situation recovers from the impact of the Covid-19 pandemic, KAI continues to strengthen its contribution to the country's transportation sector. This was realized through business and operational development throughout 2022, which is fundamentally able to encourage KAI's adaptability in dealing with industrial dynamics. Moreover, KAI's contribution is also reflected in the improvement in sustainability performance that was carried out in 2022, covering economic, social, and environmental aspects, as an ongoing effort to provide strong support for achieving sustainable development goals in Indonesia.

As of the end of 2022, KAI was implementing various strategic steps covering the passenger and freight transportation segments. In passenger transportation, KAI implemented prevention of Covid-19 transmission according to Government policy, as a comprehensive effort to provide a sense of security for all customers. KAI has also implemented a number of marketing efforts, both online and offline, to reclass, reroute, and present additional train trips. Then, in the transportation of freight, KAI implemented numerous efforts aimed at accelerating the development of supporting infrastructure, optimizing marketing Rolling Stock and activities, as well as implementing operational pattern efficiency efforts to increase transportation volume, both in Java and Sumatra.

Strengthening of KAI's contribution, among others, is shown through operational quality improvement, both in the aspects of safety, punctuality, comfort, and travel attractiveness. In 2022, KAI succeeded in increasing reliability through service and safety performance, by realizing a reduction in accidents and delays, both on passenger and freight trains. The increased comfort and attractiveness of train travel are also reflected in the presence of the Luxury KA and the Panoramic KA in 2022.

For the performance achieved in 2022, we are optimistic that KAI's contribution can be maintained and continuously improved in line with the country's continued development. We are optimistic that KAI will grow stronger as a world-class mode of transportation operator, in line with achieving its vision to be present as the best transportation ecosystem solution for Indonesia.

Kesinambungan Tema  
Theme Continuity

# 2021

## Semangat Bangkit Untuk Melayani Lebih Cepat dan Lebih Baik

The Spirit of Rising to Serve Faster and Better



Tahun 2021 menjadi tahun ditanamkan semangat pemulihan dari dampak pandemi COVID-19. Sinyal pemulihan ekonomi dapat terlihat dari Purchasing Managers Index (PMI) manufaktur global yang berada pada zona ekspansif. Dalam menyambut sinyal tersebut, PT Kereta Api Indonesia (Persero) atau KAI membangun strategi-strategi khusus yang dilakukan dalam upaya untuk bangkit dan kembali normal di masa Pandemi COVID-19 dengan tetap mengutamakan visi, misi serta nilai-nilai KAI.

Perseroan melakukan berbagai inisiatif dan hal-hal baru seperti perbaikan layanan tempuh kereta api (KA Argo Bromo Anggrek (Gambir - Surabaya Pasar Turi PP), Argo Willis (Bandung - Surabaya Gubeng PP), Argo Lawu (Gambir - Solo Balapan PP), Argo Dwipangga (Gambir - Solo Balapan PP), dan Taksaka (Gambir - Yogyakarta PP)), penambahan frekuensi perjalanan kereta api, penerapan *dynamic pricing*, penggunaan model skema tarif untuk angkutan sesuai dengan *cluster* kereta api unggulan, non-unggulan dan kereta api perintis. Untuk peningkatan pelayanan kepada penumpang kereta api juga dilakukan dengan menghadirkan wifi gratis dalam KA Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Willis, Taksaka, dan Argo Parahyangan serta layanan Live Cooking di atas KA Argo Bromo Anggrek, KA Argo Lawu, Argo Dwipangga, Taksaka, dan Argo Willis. KAI juga menghadirkan layanan *first mile-last mile*, layanan dompet digital KAI Pay, dan layanan *top-up* dan tagihan di Access by KAI.

Berbagai langkah terus diupayakan yang mengarah pada keselamatan, ketepatan waktu, pelayanan dan kenyamanan seperti menjaga keandalan sarana dan prasarana, peningkatan jaminan keselamatan, implementasi sistem manajemen berbasis pelanggan (*customer driven*) melanjutkan penataan SDM, intensifikasi pasar yang sudah ada, pengembangan sistem informasi yang terpadu, dan peningkatan peran bisnis non angkutan melalui penertiban aset serta pengelolaan aset secara optimal dan profesional.

Kontribusi Perseroan lainnya ditunjukkan dengan mengawal jalannya Proyek Strategis Nasional berbasis perkeretaapian yaitu LRT Jabodebek dan Kereta Cepat Jakarta-Bandung. Dengan dijakikannya KAI sebagai pimpinan konsorsium BUMN atas proyek Kereta Cepat Jakarta Bandung serta dikurirkannya dana PMN oleh Pemerintah kepada perseroan untuk pembiayaan kedua proyek tersebut, kita semakin optimis bahwa Indonesia akan segera memiliki moda transportasi tambahan untuk menunjang terciptanya ekosistem transportasi yang baik.

2021 was the year to instill the spirit of recovery from the impact of the COVID-19 pandemic. Signals of economic recovery could be seen from the global manufacturing Purchasing Managers' Index (PMI), which was in the expansion zone. In welcoming this signal, PT Kereta Api Indonesia (Persero) or KAI developed special strategies carried out in an effort to rise and return to normal during the COVID-19 pandemic while still prioritizing KAI's vision, mission and values.

The Company carried out various initiatives and new things such as improving rail travel services (KA Argo Bromo Anggrek (Gambir - Surabaya Pasar Turi PP), Argo Willis (Bandung - Surabaya Gubeng PP), Argo Lawu (Gambir - Solo Balapan PP), Argo Dwipangga (Gambir - Solo Balapan PP), and Taksaka (Gambir - Yogyakarta PP)), increasing the frequency of train trips, implementing dynamic pricing, using a tariff scheme model for transportation in accordance with the superior, nonseeded and pioneer train clusters. To enhance passenger service, free Wi-Fi has been provided on the Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Willis, Taksaka, and Argo Parahyangan trains, as well as Live Cooking services on the Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Taksaka, and Argo Willis trains. KAI has also introduced first-mile-last-mile services, KAI Pay digital wallet services, and top-up and billing services at Access by KAI.

Various steps were continuously pursued that lead to safety, punctuality, service, and comfort such as maintaining the reliability of Rolling Stock and infrastructure, increasing safety assurance, implementing a customer-driven management system (customer-driven), continuing HR management, intensifying existing markets, developing an integrated information system and increasing the role of non-transportation businesses through asset control and optimal and professional asset management.

The Company's other contribution could be shown by overseeing the implementation of the National Strategic Projects based on the railway, namely the Jabodebek LRT and the Jakarta-Bandung high-speed train. With the appointment of KAI as the head of the SOE consortium for the Jakarta Bandung High-Speed Rail project and the Government's disbursement of PMN funds to the company to finance the two projects, we were increasingly optimistic that Indonesia could soon have additional modes of transportation to support the creation of a good transportation ecosystem.

# 2020

## Adaptif, Solutif, Kolaboratif Untuk Indonesia

Adaptive, Solutive, Collaboration for  
Indonesia



Perubahan adalah hal pasti. Kita hanya perlu menerimanya dengan pikiran terbuka. Pada tahun 2020 KAI memasuki era baru yang diwujudkan melalui visi Menjadi Solusi Ekosistem Transportasi Terbaik untuk Indonesia. Perseroan juga mengubah budaya dan logo perusahaan. Seluruh pembaruan ini merupakan upaya kami untuk terus beradaptasi dengan zaman, sehingga pelanggan senantiasa dapat menikmati peningkatan layanan. Kondisi yang menantang tidak menghalangi kami untuk menciptakan momentum penyegaran, melainkan menjadi fondasi untuk bertahan dan berkembang di masa mendatang.

Semangat ini kami tampilkan melalui desain sampul muka yang mengusung pendekatan fotografi. Foto kereta KAI yang sedang berjalan dalam kecepatan tinggi menjadi fokus, merepresentasikan KAI sebagai sosok perusahaan yang dinamis dan dapat beradaptasi dengan cepat untuk menghadapi tantangan di tahun 2020.

Change is a sure thing. We just need to accept it with an open mind. In 2020 KAI has entered a new era which is manifested through the vision of Becoming the Best Transportation Ecosystem Solution for Indonesia. The Company also changed its company culture and logo. All of these updates are our efforts to continue to adapt to the times, hence the customers are able to always enjoy the improvement of our service. The challenging conditions did not prevent us from creating momentum for refreshment, but rather became the foundation for survival and enhancement in the future.

We show this spirit through the face cover design that carries a photographic approach. Photo of the KAI train running at high speed is the focus, representing KAI as a dynamic company figure which can adapt quickly to face challenges in 2020.



## Kekuatan Bisnis KAI

### *KAI'S Business Advantage*

KAI terus beroperasi sebagai perusahaan penyedia jasa transportasi di Indonesia dengan kekuatan bisnis sebagai berikut:

1. Satu-satunya Perseroan BUMN di bidang kereta api di Indonesia.
2. Sebagian besar lini bisnis anak perusahaan membawa keunggulan strategis untuk KAI.
3. Memiliki pengetahuan dan kemampuan dalam menjalankan bisnis dan operasi kereta api yang telah dibangun selama beberapa dekade.
4. Telah menjadi operator untuk infrastruktur *eksisting* (jaringan kereta sepanjang utara dan selatan Pulau Jawa serta sisi utara, barat, dan selatan Pulau Sumatera).
5. Memiliki aset lahan yang sangat luas dan sebagian besar terletak di lokasi strategis.
6. Infrastruktur tetap dirawat dengan baik dan bukan merupakan penyebab utama dari gangguan yang tidak terduga.
7. Peningkatan pada aspek keselamatan yang diindikasikan dari tren positif dari penurunan jumlah kecelakaan dalam 5 (lima) tahun terakhir.
8. Memiliki dukungan dana dari Pemerintah untuk pemeliharaan dan operasi kereta api.
9. Adanya pembiayaan yang kuat.
10. Memiliki jumlah tenaga kerja yang besar.
11. Memiliki bisnis utama yakni angkutan penumpang dan angkutan barang, serta komersialisasi aset sebagai bisnis pendukung.

KAI continues to operate as a transportation service provider in Indonesia with the following business advantages:

1. The only state-owned company in the railway sector in Indonesia.
2. Most of the subsidiaries' business lines bring strategic advantages to KAI.
3. Having the knowledge and skills to run a railroad business and operation for decades.
4. Becoming an operator for the existing infrastructure (railway network along the north and south of Java Island as well as the north, west, and south sides of Sumatra Island).
5. Having very large land assets, and most of them are located in strategic locations.
6. The infrastructure remains well maintained and poses no threat from unforeseen disturbances.
7. Improvements in safety aspects are indicated by the positive trend of decreasing the number of accidents in the last five years.
8. Having financial support from the government for the maintenance and operation of the railway.
9. Having strong financing.
10. Having a large workforce.
11. Having two main business lines, namely passenger and freight transportation, as well as the commercialization of assets as a supporting business.



# Kontribusi KAI Untuk Indonesia

*KAI's Contribution To Indonesia*

## PENYELESAIAN PROYEK STRATEGIS NASIONAL PROYEK KCJB DAN PROYEK LRT JABODEBEK

### PROYEK KERETA CEPAT JAKARTA BANDUNG (KCJB)

KCJB Whoosh yang diresmikan pada 2 Oktober 2023 memiliki kecepatan 350 km/jam dengan waktu tempuh dari Jakarta menuju Bandung kurang lebih sekitar 46 menit. Di tahun 2024, jumlah penumpang KCIC terus mengalami pertumbuhan rata-rata penumpang bulanan. Pada awal operasi, di Oktober 2023, rata-rata jumlah penumpang Whoosh berada di angka 13 ribu penumpang per hari. Pada Juni 2024 jumlahnya meningkat menjadi 17,8 ribu penumpang per hari dan melonjak menjadi 19,9 ribu penumpang per hari di masa libur sekolah pada Juli 2024. Puncaknya terjadi di Desember 2024, dimana Whoosh memiliki rata-rata penumpang per hari stabil di 20,2 ribu penumpang per hari.

### LRT JABODEBEK

LRT Jabodebek resmi beroperasi komersial penuh pada 28 Agustus 2023 dan diresmikan oleh Presiden Joko Widodo di Stasiun Cawang. LRT Jabodebek melayani dua *line*, yakni Dukuh Atas BNI - Jati Mulya dan Dukuh Atas BNI - Harjamukti dengan total sebanyak 18 stasiun dan panjang lintasan 44, 43 km. LRT Jabodebek memiliki 31 *Trainset* yang dibuat oleh PT INKA dengan jumlah perjalanan per hari 366 perjalanan saat *weekday* dan 270 perjalanan saat *weekend*. Pengguna LRT Jabodebek dapat melakukan pembayaran melalui Kartu Multi Trip KAI Commuter, Access by KAI, Link Saja dan Kartu Uang Elektronik.

## COMPLETION OF NATIONAL STRATEGIC PROJECTS KCJB PROJECT AND JABODEBEK LRT PROJECT

### JAKARTA-BANDUNG HIGH-SPEED TRAIN (KCJB) PROJECT

KCJB Whoosh, which was inaugurated on October 2, 2023, has a speed of 350 km/hour with a travel time from Jakarta to Bandung of approximately 46 minutes. In 2024, the average monthly number of KCIC passengers continued to grow. At the start of operations, in October 2023, the average number of Whoosh passengers was at 13 thousand passengers per day. In June 2024, the number increased to 17.8 thousand passengers per day and jumped to 19.9 thousand passengers per day during the school holidays in July 2024. The peak occurred in December 2024, when Whoosh had an average of passengers per day stable at 20.2 thousand passengers per day.

### JABODEBEK LRT

Jabodebek LRT officially began full commercial operations on August 28, 2023, and was inaugurated by President Joko Widodo at Cawang Station. Jabodebek LRT serves two lines, namely Dukuh Atas BNI-Jati Mulya and Dukuh Atas BNI-Harjamukti with a total of 18 stations and a track length of 44.43 km. Jabodebek LRT has 31 Trainsets made by PT INKA with a daily number of trips of 366 on weekdays and 270 trips on weekends. LRT Jabodebek users can make payments using the KAI Commuter Multi Trip Card, Access by KAI, LinkAja, and Electronic Money Card.

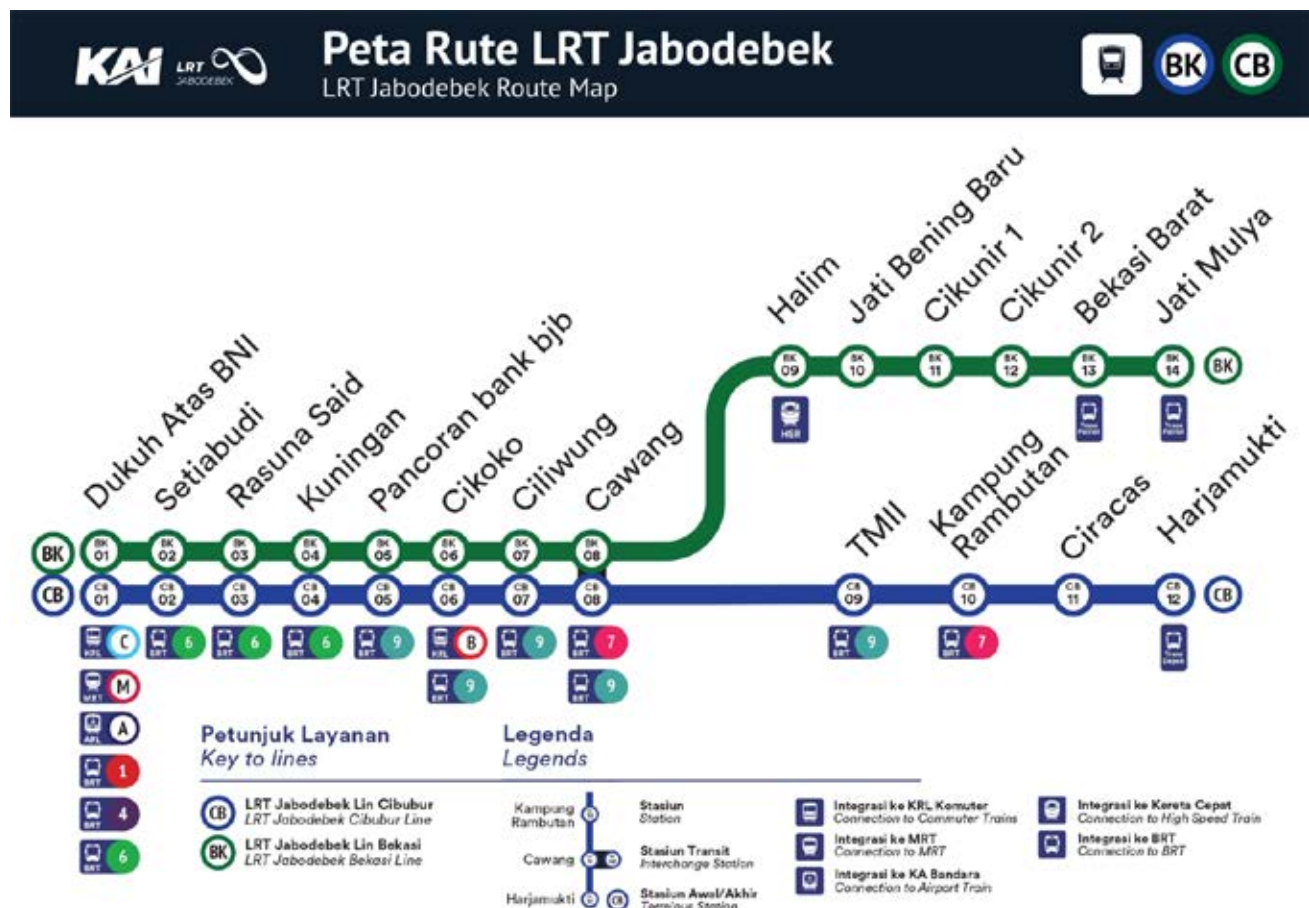




## Kontribusi KAI Untuk Indonesia KAIs Contribution To Indonesia

LRT Jabodebek menggunakan sistem *Communication-Based Train Control* (CBTC) dengan *Grade of Automation* (GoA) level 3. Sistem CBCT-GoA3 memungkinkan pengoperasian dilakukan secara otomatis tanpa masinis, namun mensyaratkan masih terdapat petugas operasional (*Train Attendant*) di dalam kereta untuk penanganan kondisi darurat dan pelayanan kepada pelanggan. LRT Jabodebek juga dilengkapi oleh *Automatic Train Protection* (ATP) serta *Interlocking & Zone Controller*. LRT Jabodebek terlindungi dari *over speed* dan jaminan pengereman yang andal. Adapun *interlocking & zone controller* berfungsi untuk menjamin tidak ada kesalahan pembentukan rute serta mendistribusikan otorisasi kontrol operasional LRT.

Jabodebek LRT uses the *Communication-Based Train Control* (CBTC) system with *Grade of Automation* (GoA) level 3. The CBCT-GoA3 system allows operations to be carried out automatically without a train driver, but it still requires Train Attendants on the train to handle emergency conditions and serve customers. Jabodebek LRT is also equipped with *Automatic Train Protection* (ATP) and *Interlocking & Zone Controller*. Jabodebek LRT is protected from *overspeeding* and guarantees reliable braking. The *interlocking & zone controller* functions to ensure that there are no errors in route formation and to distribute LRT operational control authorization.





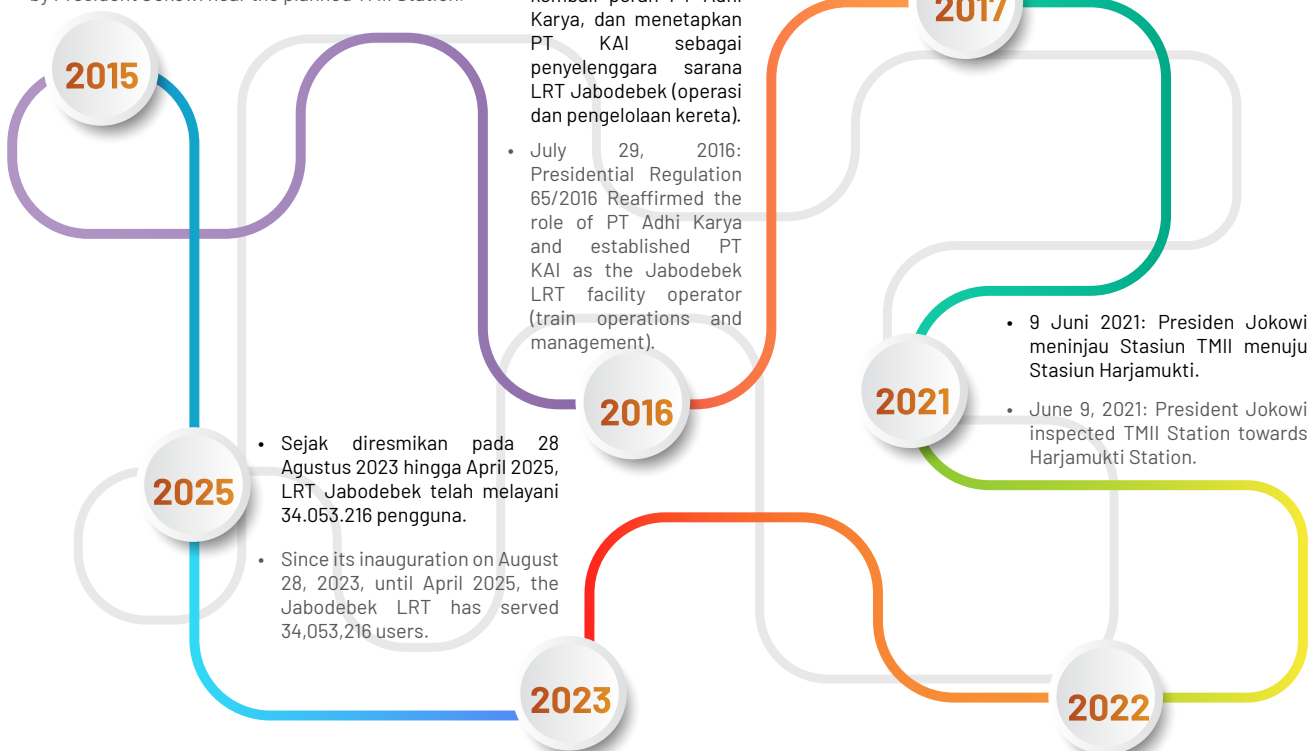
## Sejarah LRT Jabodebek

## History of Jabodebek LRT

- 2 September 2015: Perpres 98/2015: Menugaskan PT Adhi Karya sebagai penanggung jawab konstruksi prasarana LRT Jabodebek (jalur dan stasiun).
- 9 September 2015: *Groundbreaking* LRT Jabodebek oleh Presiden Jokowi di dekat rencana Stasiun TMII.
- September 2, 2015: Presidential Regulation 98/2015: Assigns PT Adhi Karya as the person in charge of Jabodebek LRT infrastructure construction (lines and stations).
- September 9, 2015: Jabodebek LRT groundbreaking by President Jokowi near the planned TMII Station.

- 29 Juli 2016: Perpres 65/2016 Menegaskan kembali peran PT Adhi Karya, dan menetapkan PT KAI sebagai penyelenggara sarana LRT Jabodebek (operasi dan pengelolaan kereta).
- July 29, 2016: Presidential Regulation 65/2016 Reaffirmed the role of PT Adhi Karya and established PT KAI as the Jabodebek LRT facility operator (train operations and management).

- 3 Mei 2017: Perpres 49/2017: Memperluas peran PT KAI mencakup operasi, perawatan, pengusahaan sarana dan prasarana, serta sistem pembayaran (AFC).
- May 3, 2017: Presidential Regulation 49/2017: Expanded the role of PT KAI to include operations, maintenance, management of facilities and infrastructure, and payment systems (AFC).



## Kontribusi KAI Untuk Indonesia *KAI's Contribution To Indonesia*

### PENINGKATAN KAPASITAS DAN LAYANAN ANGKUTAN PENUMPANG SERTA ANGKUTAN BARANG

#### Angkutan Penumpang

Volume angkutan penumpang: 51.839.503 penumpang  
Pendapatan angkutan penumpang: Rp9.800 miliar

#### Angkutan Barang

Volume angkutan barang: 69.201.670 ton  
Pendapatan angkutan barang: Rp12.764 miliar

### INCREASING PASSENGER AND FREIGHT TRANSPORT CAPACITY AND SERVICES

#### Passenger Transport

Passenger transport volume: 51,839,503 passengers  
Passenger transport revenues: Rp9,800 billion

#### Freight Transport

Freight transport volume: 69,201,670 tons  
Freight transport revenue: Rp12,764 billion

### SARANA (SIAP OPERASI) / ROLLING STOCK (READY FOR OPERATION)

**462** Unit Lokomotif  
Unit Locomotive

**1.020** Unit KRL  
Unit Commuter Line

**7.690** Unit Gerbang  
Unit Carriage

**90** KRDMU

**1.532** Unit Kereta  
Unit Train

**31** Unit LRT  
Unit LRT

### PRASARANA / INFRASTRUCTURE

**100,50%** Sinyal dan Telekomunikasi Listrik  
Electric Signaling and Telecommunications

**102,8%** Jalan rel dengan kondisi baik  
Railway tracks in good condition

**5.984,72 kmsp** Rencana  
Planned

**6.031,35 kmsp** Realisasi  
Realization

Inovasi dan peningkatan layanan KAI pada angkutan barang, antara lain:

- **Wilayah Jawa**
  - o Petikemas
    - 1) Uji coba angkutan relasi Gedebage-Tanjung Priok dalam rangka menjalankan program pemerintah *National Logistic Ecosystem (NLE)*.
    - 2) Mengoptimalkan potensi market dengan cara mengakomodir angkutan balen limbah B3 relasi Kalimas-Nambo.
    - 3) Mengoptimalkan angkutan peti kemas dengan joint market dengan beberapa mitra angkutan.
    - 4) Penambahan Hari Operasi (HO) perjalanan Kereta Api pada beberapa mitra angkutan.

KAI's innovations and service improvements for freight transportation include:

- **Java Region**
  - o Containers
    - 1) Trial of transportation on the Gedebage-Tanjung Priok relation to implement the government's *National Logistic Ecosystem (NLE)* program.
    - 2) Optimizing market potential by accommodating transportation of hazardous waste bales on the Kalimas-Nambo relation.
    - 3) Optimizing container transportation with a joint market with several transportation partners.
    - 4) Addition of Operating Days (HO) for Train trips on several transportation partners.

- o Perkebunan  
Melakukan negosiasi dengan PTPN IV Regional I, PTPN IV Regional II dan PT SMART untuk meningkatkan realisasi angkutan dan menerapkan target minimum angkutan pada kontrak angkutan.
- o Semen & Klinker
  - 1) Melakukan negosiasi terkait peningkatan target minimum angkutan semen PT Semen Padang.
  - 2) Melakukan negosiasi terkait peningkatan target minimum angkutan semen PT Solusi Bangun Indonesia dengan mempertimbangkan realisasi volume angkutan yang menunjukkan *trend* positif.
  - 3) Melakukan negosiasi terkait penambahan volume angkutan Semen PT Semen Baturaja untuk produk semen curah.
- o Retail
  - 1) Mengoptimalkan angkutan Bank Indonesia untuk relasi wilayah Jawa Timur.
  - 2) Melakukan negosiasi dengan mitra untuk menjalankan kembali KA Parcel Selatan relasi Bandung – Surabaya.
  - 3) Mengoptimalkan volume angkutan BHP menggunakan kereta bagasi yang dirangkaikan pada KA Blambangan Ekspres relasi Pasar Senen-Ketapang.
- o Pupuk
  - 1) Telah dilakukan negosiasi penambahan hari operasi untuk angkutan Pupuk dengan tujuan Gombong, Maguwo, dan Ceper yang semula berjalan dua kali dalam seminggu menjadi tiga kali dalam seminggu.
  - 2) Melakukan negosiasi terkait target minimum angkutan yang selanjutnya dituangkan dalam Addendum Perjanjian angkutan.
- o Menawarkan kepada mitra potensi angkutan serta tarif kompetitif.
- o Melakukan kegiatan pemasaran baik secara langsung ke perusahaan-perusahaan maupun mengikuti kegiatan pameran dan forum diskusi grup.
- o Koordinasi dengan mitra untuk kelancaran alat produksinya serta pengaturan pola distribusi yang saling menguntungkan kedua belah pihak.
- o Plantations  
Negotiating with PTPN IV Regional I, PTPN IV Regional II, and PT SMART to increase transportation realization and implement minimum transportation targets in transportation contracts.
- o Cement & Clinker
  - 1) Negotiating regarding the increase in the minimum target for cement transportation of PT Semen Padang.
  - 2) Negotiating regarding the increase in the minimum target for cement transportation of PT Solusi Bangun Indonesia by considering the realization of transportation volume which shows a positive trend.
  - 3) Negotiating regarding the addition of cement transportation volume of PT Semen Baturaja for bulk cement products.
- o Retail
  - 1) Optimizing Bank Indonesia transportation for relations in the East Java region.
  - 2) Negotiating with partners to restart the South Parcel Train on the Bandung-Surabaya route.
  - 3) Optimizing the BHP transportation volume using baggage trains coupled with the Blambangan Ekspres Train on the Pasar Senen-Ketapang route.
- o Fertilizer
  - 1) Negotiations have been made to add operating days for Fertilizer transportation to Gombong, Maguwo, and Ceper, which originally ran twice a week to three times a week.
  - 2) Negotiating the minimum transportation target which will then be stated in the Transportation Agreement Addendum.
- o Offering partners potential transportation and competitive rates.
- o Carrying out marketing activities both directly to companies and participating in exhibitions and group discussion forums.
- o Coordinating with partners for the smooth running of their production equipment and arranging distribution patterns that are mutually beneficial to both parties.



## Kontribusi KAI Untuk Indonesia

*KAI's Contribution To Indonesia*



- o Mendorong mitra untuk memperbaiki infrastruktur dan percepatan perbaikan dampak gangguan alam.
- o Negosiasi target minimum dalam adendum perjanjian Angkutan.

### • Wilayah Sumatera

- o Batubara
  - 1) Optimalisasi Trainset (TS) idle mitra yang stabiling kepada mitra angkutan yang berkinerja baik.
  - 2) Penyelesaian modif KKBW 45 Ton sebagai pengganti sarana produksi Rumania.
  - 3) Optimalisasi penambahan Stamformasi (SF) 61 pada angkutan batubara PT Bukit Asam Tbk relasi Tanjungenim-Tarahan;
  - 4) Uji coba peningkatan kecepatan lintas Tanjungkarang-Tarahan untuk mendukung peningkatan frekuensi kereta api Baratarahan menjadi 26 KA/hari.
  - 5) Pembuatan *Standard Operating Procedure* (SOP) tanggap darurat antara PT Kereta Api Indonesia

- o Encouraging partners to improve infrastructure and accelerate repairs to the impact of natural disturbances.
- o Negotiating the minimum target in the Transportation Agreement Addendum.

### • Sumatra Region

- o Coal
  - 1) Optimization of idle Trainset (TS) of partners that are stable to well-performing transportation partners.
  - 2) Completion of 45-Ton KKBW modification as a replacement for Romanian production facilities.
  - 3) Optimization of the addition of Stamformation (SF) 61 on coal transportation of PT Bukit Asam Tbk on the Tanjungenim-Tarahan route.
  - 4) Trial of increasing the speed of the Tanjungkarang-Tarahan route to support the increase in the frequency of Baratarahan trains to 26 trains/day.
  - 5) Preparation of Emergency Response Standard Operating Procedure (SOP) between PT Kereta



(Persero) dan PT Bukit Asam Tbk untuk menjamin keselamatan dan keamanan dalam kegiatan operasional maupun proses *loading* dan *unloading* di lingkungan kerja.

- 6) Optimalisasi penambahan Stamformasi (SF) 61 pada angkutan batubara mitra swasta dalam hal ini telah dilakukan uji coba angkutan batubara pada mitra PT Dizamatra Powerind.
- 7) Optimalisasi kapasitas terminal dengan efisiensi Waktu Tunggu Terminal (WTT) semula 4 KA menjadi 5 KA di Muaralawai I dan semula 3,5 KA menjadi 4 KA di Merapi;
- 8) Peningkatan angkutan Barapati semula 14 KA/hari menjadi 16 KA/hari yang selanjutnya akan ditingkatkan menjadi 17 KA/hari;
- 9) Percepatan pembuatan jalur 11 (FMS) dan 12 (WBS) di Emplasemen Stasiun Simpang;
- 10) Percepatan pengoperasian double track relasi Merapi-Muaralawai;
- 11) Pemanfaatan TS GD 42 dari KA Jawa yang tidak optimal ke KA Baraswasta di Sumatera Selatan.

Api Indonesia (Persero) and PT Bukit Asam Tbk to ensure safety and security in operational activities as well as loading and unloading processes in the work environment.

- 6) Optimization of the addition of Stamformation (SF) 61 on coal transportation of private partners in this case a coal transportation trial has been carried out on the partner PT Dizamatra Powerind.
- 7) Optimization of terminal capacity with the efficiency of Terminal Waiting Time (WTT) from 4 trains to 5 trains in Muaralawai I and from 3.5 trains to 4 trains in Merapi.
- 8) Increasing Barapati transportation from 14 trains/day to 16 trains/day which will then be increased to 17 trains/day.
- 9) Acceleration of construction of lines 11 (FMS) and 12 (WBS) at Simpang Station Emplacement.
- 10) Acceleration of operation of double track for Merapi-Muaralawai relation.
- 11) Utilization of TS GD 42 from suboptimal Java trains to Baraswasta trains in South Sumatra.

## Kontribusi KAI Untuk Indonesia

### *KAI's Contribution To Indonesia*

#### **Penyelesaian Implementasi Energi Baru Terbarukan di Stasiun dan Balai Yasa**

PT Kereta Api Indonesia (Persero) terus memperkuat komitmennya terhadap pelestarian lingkungan dan pembangunan berkelanjutan melalui pemanfaatan energi baru dan terbarukan. Hingga akhir tahun 2024, KAI telah berhasil memasang Pembangkit Listrik Tenaga Surya (PLTS) di berbagai titik operasional perusahaan mulai dari stasiun, balai yasa, griya karya, hingga perkantoran. Kapasitas energi yang dihasilkan secara signifikan mengurangi ketergantungan terhadap sumber energi berbasis fosil. Instalasi PLTS ini merupakan bentuk nyata kontribusi KAI dalam mendukung program pemerintah menuju transisi energi bersih dan terbarukan.

KAI tidak hanya fokus pada layanan transportasi, tetapi juga pada keberlanjutan dan tanggung jawab lingkungan. KAI juga melakukan Upaya untuk mengatasi perubahan iklim melalui program dekarbonisasi dengan menggunakan sumber Energi Baru Terbarukan (EBT). Dalam hal ini KAI telah mengimplementasikan Pembangkit Listrik Tenaga Surya (PLTS) atau Solar Panel pada Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III.

PLTS tersebut dioperasikan melalui sistem Solar Panel on Grid yang menggabungkan suplai listrik dari jaringan listrik PLN dan jaringan listrik Solar Panel untuk memenuhi kebutuhan listrik di area operasional. Hal ini menunjukkan bahwa implementasi energi bersih oleh KAI bersifat nasional dan inklusif. Stasiun dan fasilitas lainnya yang telah menggunakan PLTS kini mendapat pasokan listrik ramah lingkungan untuk mendukung operasional pada siang hari termasuk pencahayaan, pendinginan, dan sistem pendukung lainnya.

#### **Completion of Renewable Energy Implementation at Stations and Railway Workshop**

PT Kereta Api Indonesia (Persero) continues strengthening its commitment to environmental preservation and sustainable development through new and renewable energy usage. By the end of 2024, KAI successfully installed Solar Power Plants (PLTS) at various operational points of the company ranging from stations, workshops, workhouses, to offices. The energy capacity generated significantly reduces dependence on fossil-based energy sources. The installation of PLTS is a concrete form of KAI's contribution to supporting the government's program towards a clean and renewable energy transition.

KAI focuses not only on transportation services, but also on sustainability and environmental responsibility. KAI also makes efforts to address climate change through a decarbonization program using New and Renewable Energy (EBT) sources. In this case, KAI has implemented Solar Power Plants (PLTS) or Solar Panels at the Jakarta Railway Center Building, 53 KAI Stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, Tegal Railway Workshop, Soka GK, Cipinang GK, Banjar GK, Kertosono GK, Operational Area 2 Office, and Regional Division III Office.

The PLTS is operated through a Solar Panel on Grid system that combines electricity supply from the PLN electricity network and the Solar Panel electricity network to meet electricity needs in the operational area. This shows that the clean energy implementation by KAI is national and inclusive. Stations and other facilities that have utilized PLTS now receive environmentally friendly electricity supplies to support daytime operations including lighting, cooling, and other supporting systems.



Energi surya yang KAI gunakan tidak hanya menghemat biaya operasional, tetapi juga mengurangi emisi karbon, yang sejalan dengan misi KAI dalam mengembangkan sumber daya dan teknologi dengan mengedepankan ESG.

Pemanfaatan energi matahari ini juga diterapkan di fasilitas produksi seperti Balai Yasa untuk mendukung aktivitas perawatan sarana perkeretaapian. Hal ini diharapkan dapat memperkuat efisiensi energi dan produktivitas kerja.

Ke depan, KAI akan terus melanjutkan program pemasangan PLTS secara bertahap di stasiun-stasiun lain, Balai Yasa serta fasilitas pendukung lainnya yang berada dalam lingkungan KAI Group. Targetnya adalah membentuk sistem operasional yang sepenuhnya berbasis pada energi hijau. Dengan langkah-langkah konkret ini, KAI berharap dapat menjadi pelopor dalam menghadirkan layanan transportasi publik yang tidak hanya andal dan nyaman, tetapi juga ramah lingkungan.

#### TOTAL KAPASITAS PLTS

Di tahun 2024, KAI merealisasikan pemasangan panel surya di 20 lokasi baru sebagai berikut:

- **Stasiun (10 lokasi)**  
Total kapasitas sejumlah 368,30 kWp dan berhasil mengurangi emisi sebesar 103,33 Ton CO<sub>2</sub>.
- **Balai Yasa (4 lokasi)**  
Total kapasitas sejumlah 1.312,30 kWp dan berhasil mengurangi emisi sebesar 368,09 Ton CO<sub>2</sub>.
- **Kantor Divre (1 lokasi)**  
Total kapasitas sejumlah 122,10 kWp dan berhasil mengurangi emisi sebesar 34,25 Ton CO<sub>2</sub>.
- **Kantor Daop (1 lokasi)**  
Total kapasitas sejumlah 40,00 kWp dan berhasil mengurangi emisi sebesar 11,22 Ton CO<sub>2</sub>.
- **Griya Karya (4 lokasi)**  
Total kapasitas sejumlah 71,50 kWp dan berhasil mengurangi emisi sebesar 20,06 Ton CO<sub>2</sub>.

The solar energy that KAI uses not only saves operational costs, but it helps reduce carbon emissions as well, which is in line with KAI's mission to develop resources and technology by prioritizing ESG.

Solar energy usage is also applied in production facilities such as Balai Yasa to support railway maintenance activities. This is expected to strengthen energy efficiency and work productivity.

In the future, KAI will continue the program to install PLTS gradually at other stations, Railway Workshops, and other supporting facilities within the KAI Group environment. The target is to form an operational system entirely based on green energy. These concrete steps are hoped to assist KAI in becoming a pioneer in providing reliable, comfortable, and environmentally friendly public transportation services.

#### SOLAR PANEL TOTAL CAPACITY

In 2024, KAI installed solar panels at 20 new locations as follows:

- **Stations (10 locations)**  
Total capacity of 368.30 kWp and reduced emissions by 103.33 tons of CO<sub>2</sub>.
- **Railway Workshop (4 locations)**  
Total capacity of 1,312.30 kWp and reduced emissions by 368.09 tons of CO<sub>2</sub>.
- **Regional Division Office (1 location)**  
Total capacity of 122.10 kWp and reduced emissions by 34.25 tons of CO<sub>2</sub>.
- **Regional Operation Office (1 location)**  
Total capacity of 40.00 kWp and reduced emissions by 11.22 tons of CO<sub>2</sub>.
- **Griya Karya (4 locations)**  
Total capacity of 71.50 kWp and reduced emissions by 20.06 tons of CO<sub>2</sub>.

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## Laporan Keuangan

### Financial Report



## Jejak Langkah

### Milestone



## 1864

17 Juni / June 17

Namlooze Venooschap Nenderlandsch Indische Spoorweg Maatschappij (NV NISM) membuka jalur ketera api Semarang-Surakarta.

Naamloze Vennootschap Spoorweg Nederlandsch Indische Maatschappij (NV NISM) opened the Semarang Surakarta railway track.

## 1880

Verenigde Spoorwegenbedrijf mengembangkan jalur kereta api di Pulau Jawa, Deli Spoorwegen Maatschappij membangun jaringan kereta api di Sumatera dan Staat Spoorwegen mengembangkan transportasi kereta api di Batavia.

Verenigde Spoorwegenbedrijf developed railway track in Java Island, Deli Spoorwegen Maatschappij built railway track in Sumatera, while Staat Spoorwegen developed built railway track in Batavia.

## 1924

24 Desember / December 24

Staat Spoorwegen mengoperasikan kereta listrik rute Tanjung Priok-Meester Cornelis (Jatinegara) di Batavia, dilanjutkan dengan rute Batavia-Zootenberg (Bogor).

Staat Spoorwegen operated electric train for Tanjung Priok-Meester Cornelis (Jatinegara) route in Batavia, followed by Batavia-Zootenberg (Bogor) route.



## 2012

08 Maret / March 8

- Pemberlakuan sistem pemesanan tiket H-90 untuk kereta api komersial melalui *Contact Center* 121, Agen Tiket dan stasiun online, *Railcard* serta jaringan internet. / Implementation of D-90 days ticket reservation system for commercial train via Contact Center 121, ticketing agent and online station, Railcard and internet network.
- Pemberlakuan secara permanen sistem *boarding pass* di stasiun. / Permanent implementation of boarding pass system at the stations.

## 2011

Peluncuran logo baru sebagai perwujudan tekad baru Perseroan untuk menjadi organisasi yang profesional dan modern.

Launching of the new logo as manifestation of new spirit of the Company to be a professional and modern organization

## 2009

28 September / September 28

Transformasi menuju Perusahaan jasa (*service company*) ditandai dengan pembentukan Divisi Komersial.

Transformation towards service company initiated by Commercial Division establishment.



## 2013

01 Juni / June 1

Pemberlakuan sistem *e-ticketing* kereta *commuter line*.

Implementation of e-ticketing system for commuter line trains

## 2014

27 Maret / March 27

- Presiden RI Susilo Bambang Yudhoyono meresmikan KA Bandara pertama di Indonesia di Bandara Internasional Kualanamu, Sumatera Utara. / President of RI, Susilo Bambang Yudhoyono inaugurated the first Airport Train in Indonesia at Kualanamu International Airport, North Sumatera.
- Peluncuran aplikasi KAI Access. / The launching of KAI Access application.

## 2015

13 Maret / March 13

Peluncuran *vending machine* pembelian tiket kereta api dengan nama E-Kiosk.

The launching of train ticket purchase vending machine named E-Kiosk.



## 1945

28 September / December 28

Pekerja yang tergabung dalam Angkatan Moeda Kereta Api (AMKA) mengambil alih Perusahaan dari penguasaan Jepang.

Workers as member of Angkatan Moeda Kereta Api (AMKA) took over the Company from Japan Colonial Government.

## 1963

25 Mei / May 25

Pembentukan Perusahaan Negara Kereta Api (PNKA).

Establishment of Perusahaan Negara Kereta Api (PNKA)

## 1971

15 September / September 15

PNKA berganti status menjadi Perusahaan Jawatan Kereta Api (PJKA).

PNKA changed its status into Perusahaan Jawatan Kereta Api (PJKA).

## 1999

01 Oktober / October 1

Perumka berganti status menjadi PT Kereta Api Indonesia (Persero).

Perumka changed its status into PT Kereta Api Indonesia (Persero)

## 1997

24 September / September 24

Perumka meluncurkan Kereta Api Argo Bromo Anggrek yang menandai pengoperasian kereta api kelas eksekutif.

Perumka launched Argo Bromo Anggrek Train and marked the executive-class train operations.

## 1991

02 Januari / January 2

PJKA berubah status menjadi Perusahaan Umum Kereta Api (Perumka).

PJKA changed its status into Perusahaan Umum Kereta Api (Perumka).



## 2016

Februari / February

Penerapan Sistem *Check-in & Boarding Pass*.

Implementation of Check-in & Boarding Pass System.

Juni / June

Pengoperasian Stasiun JICT Tanjung Priok.

Operations of JICT Station, Tanjung Priok.

04 Desember / December 4

Menjalankan Kereta Api Kertajaya Rangkaian Panjang yang merupakan Kereta Api Penumpang terpanjang dengan 14 kereta penumpang.

Operation of Kertajaya Train Long Rolling Stock as the longest Passenger Train with 14 passenger trains

13 Desember / December 13

KAI meluncurkan Rail Clinic, kereta kesehatan pertama di Indonesia.

KAI launched Rail Clinic, the first medical train in Indonesia.

Jejak Langkah  
Milestone



2019

| Desember                                                                                                          | November                                                                                                                                                                                                                                                                              | Mei                                                                                                                                                                        | April                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>KAI operasikan Kereta Api Bandara Adi Soemarmo, Solo.</p> <p>KAI operated Adi Soemarmo Solo Airport train.</p> | <p>KAI mengumumkan rencananya untuk menerbitkan obligasi melalui Penawaran Umum Obligasi II Kereta Api Indonesia tahun 2019 senilai Rp2 triliun.</p> <p>KAI announced its plan to issue the bonds through Public Offering Bonds II Kereta Api Indonesia 2019 valued Rp2 trillion.</p> | <p>KAI operasikan Kereta Api Bandara New Yogyakarta Internasional Airport di Kulonprogo.</p> <p>KAI operated New Yogyakarta International Airport train at Kulonprogo.</p> | <p>KAI resmikan fasilitas <i>co-working space</i> di stasiun-stasiun besar dan lokomotif ber-AC.</p> <p>KAI officially announced the coworking space facilities in big train stations, and also announced the locomotive with air conditioner installed in it.</p> |



2020

| Juni / June                                                                                                                                                                                                                                                                                                                                                                                                            | Agustus / August                                                                                                                                                                                                                                                            | September / September                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | November / November                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>KAI berkolaborasi bersama Pemerintah Provinsi DKI Jakarta dan PT Mass Rapid Transit Jakarta (Perseroda) meresmikan 4 stasiun terpadu yaitu Stasiun Tanah Abang, Sudirman, Pasar Senen dan Juanda.</p> <p>KAI collaborated with Jakarta Provincial Government and PT Mass Rapid Transit Jakarta (Perseroda) inaugurated four integrated stations such as Tanah Abang, Sudirman, Pasar Senen, dan Juanda Station.</p> | <p>KAI menerapkan AKHLAK (Amanah, Kompeten, harmonis, Loyal, Adaptif dan Kolaboratif) sebagai nilai-nilai utama Perusahaan.</p> <p>KAI begin to implement AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as the company's main values.</p> | <ul style="list-style-type: none"><li>KAI berkolaborasi dengan PT Blue Bird Tbk meluncurkan layanan <i>Last Mile</i> atau transportasi lanjutan untuk pelanggan Kereta Api Jarak jauh dan pelanggan <i>Rail Express</i>. / KAI collaborated with PT Blue Bird Tbk launched Last Mile services or extended transportation for Long Distance Train's and Rail Express' customers.</li><li>KAI meluncurkan logo baru. / KAI launched the new logo.</li><li>KAI menerima <i>Safe Guard Label</i> SIBV. / KAI received the SIBV Safe Guard Label.</li><li>KAI meresmikan <i>Skybridge</i> Stasiun Bandung. / KAI inaugurated Bandung Station's Skybridge.</li></ul> | <p>KAI menjadi BUMN pertama yang menerima investasi Pemerintah dalam rangka Pemulihan Ekonomi Nasional (IP-PEN) secara utuh sebesar Rp3,5 triliun sesuai dengan PMK 118 tanggal 31 Agustus 2020.</p> <p>KAI became the first SOE to receive Government Investment in the context of National Economic Recovery (IPPEN) in full amounting to Rp3.5 trillion in accordance with PMK 118 dated August 31st , 2020.</p> |



## 2018

01 Oktober / October 1

- Meluncurkan Kereta Api Bandara Minangkabau. / Launched Minangkabau Airport Train.
- Peluncuran Kereta Api Luxury Class Sleeper Train. / Launching of KA Luxury Class Sleeper Train.
- Pengoperasian LRT pertama di Indonesia, yaitu LRT Sumatera Selatan. / Operations of the first LRT in Indonesia, LRT South Sumatera.

Desember / December

KAI melakukan uji coba pengoperasian berpenumpang Kereta Api Bandara Soekarno-Hatta dengan tarif khusus.

KAI conducted trial with passengers for Soekarno Hatta Airport Train with special tariff.

## 2017

November / November

KAI resmi mencatatkan penerbitan Obligasi I PT Kereta Api Indonesia tahun 2017 senilai Rp2 triliun di Bursa Efek Indonesia.

KAI officially issued PT Kereta Api Indonesia Bonds I of 2017 valued Rp2 trillion at Indonesia Stock Exchange.



## 2021

Juni / June

- Sediakan vaksinasi Covid-19 gratis di stasiun. / Provided Free COVID-19 Vaccination at Stations
- Mengintegrasikan Aplikasi Peduli Lindungi dengan sistem *Boarding*. / Integrated Peduli Lindungi Application with Boarding System.

September

- KAI percepat waktu tempuh Kereta Api Argo Bromo Anggrek (Gambir-Surabaya Pasar Turi PP), Argo Wilis (Bandung-Surabaya Gubeng PP), Argo Lawu (Gambir-Solo Balapan PP), Argo Dwipangga (Gambir-Solo Balapan PP) dan Taksaka (Gambir-Yogyakarta PP). / KAI Accelerated Travel Time for Argo Bromo Anggrek (Gambir - Surabaya Pasar Turi PP), Argo Wilis (Bandung - Surabaya Gubeng PP), Argo Lawu (Gambir - Solo Balapan PP), Argo Dwipangga (Gambir - Solo Balapan PP), and Taksaka (Gambir - Yogyakarta PP).
- KAI hadirkan *wifi* gratis dalam Kereta Api Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Wilis, Taksaka dan Argo Parahyangan. / KAI Presented Free Wifi on Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Argo Wilis, Taksaka, and Argo Parahyangan Trains.
- KAI tambah layanan Live Cooking di atas Kereta Api Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Taksaka dan Argo Wilis. / KAI Added Live Cooking Service onboard Argo Bromo Anggrek, Argo Lawu, Argo Dwipangga, Taksaka, and Argo Wilis trains.

Desember / December

KAI menandatangani *Letter of Commitment* penerimaan Penyertaan Modal Negara senilai Rp6,9 triliun.

KAI signed a Letter of Commitment to receive State Equity Participation worth Rp6.9 Trillion.

Jejak Langkah  
Milestone



| Desember / December                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | November / November                                                                                                                                                                                                                            | September / September                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>KAI mengoperasikan Kereta Eksekutif dan Luxury New Generation pada rangkaian Kereta Api Argo Dwipangga dan Argo Lawu. / KAI operated the executive and Luxury New Generation trains on the Argo Dwipangga and Argo Lawu routes.</li><li>KAI telah melakukan implementasi solar panel di 40 stasiun dengan total kapasitas 1.072,5 kWp berkontribusi rata-rata sebesar 49,63% dari kebutuhan listrik bangunan, serta 2 Balai Yasa dengan total kapasitas 594,6 kWp berkontribusi rata-rata sebesar 39% dari kebutuhan listrik bangunan. / KAI implemented solar panels at 40 stations with a total capacity of 1,072.5 kWp, contributing an average of 49.63 percent of the building's electricity needs, as well as at 2 Balai Yasa with a total capacity of 594.6 kWp, contributing an average of 39 percent of the building's electricity needs.</li></ul> | <p>KAI menghadirkan Kereta Makan bernuansa <i>Suit Class</i> yang dirangkaikan pada Kereta Api Bima relasi Gambir-Surabaya Gubeng.</p> <p>KAI introduced a Suite Class-themed Dining Car on the Bima Train route Gambir - Surabaya Gubeng.</p> | <p>KAI meluncurkan Kereta Api Ekonomi New Generation di Stasiun Pasar Senen.</p> <p>KAI launched the New Generation Economy Train at Pasar Senen Station.</p>                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                | Oktober / October                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>KAI meresmikan Kereta Cepat Jakarta-Bandung (KCJB) Whoosh. / KAI inaugurated the Jakarta-Bandung High-Speed Rail (KCJB) "Whoosh".</li><li>KAI meresmikan Kereta <i>Suit Class</i> Compartment di Stasiun Gambir, Jakarta. / KAI inaugurated the Suite Class Compartment Train at Gambir Station, Jakarta.</li></ul> |



2024

| Januari / January                                                                                                                                                                                                                                                                                                   | Februari / February                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | April / April                                                                                                                                                                                            | Agustus / August                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>KAI meluncurkan 3 KA baru yaitu KA Papandayan Garut-Gambir (PP), KA Pangandaran Banjar-Gambir (PP), dan KA Malabar Bandung-Malang (PP)</p> <p>KAI launched 3 new trains, namely the Papandayan Garut-Gambir train (PP), the Pangandaran Banjar-Gambir train (PP), and the Malabar Bandung-Malang train (PP).</p> | <p>Tingkatkan Daya Angkut, KAI Tanda Tangan Kontrak Kerja Sama Pengadaan Lokomotif dengan Progress Rail (Anak Perusahaan Caterpillar)</p> <p>Increase Carrying Capacity, KAI Signed Cooperation Contract for Locomotive Procurement with Progress Rail (Caterpillar Subsidiary)</p>                                                                                                                                                                                                                   | <p>KAI Sukses Antarkan 848 Ribu Penumpang KA Jarak Jauh pada Mudik Lebaran 2024.</p> <p>KAI Successfully Delivered 848 Thousand Long-Distance Train Passengers for 2024 Eid Homecoming.</p>              | <ul style="list-style-type: none"><li>KAI menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024. / KAI Issued Bonds through the Continuous Public Offering (PUB) mechanism of Continuous Bonds I Kereta Api Indonesia Phase II in 2024.</li><li>Jelang HUT RI Ke-79, Masinis Indonesia Telah Berhasil Operasikan Woosh dengan Kecepatan 350 Km/Jam. / Ahead of the 79th Anniversary of the Republic of Indonesia, Indonesian Train Drivers Have Successfully Operated Woosh at a Speed of 350 Km/Hour.</li><li>KAI Masuk 19 BUMN Berpendapatan Terbesar Versi Fortune Indonesia. / KAI Entered the 19 State-Owned Enterprises with the Largest Revenues According to Fortune Indonesia.</li></ul> |
|                                                                                                                                                                                                                                                                                                                     | Maret / March                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mei / May                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"><li>KAI Raih Penghargaan Best Crisis Handling BUMN dari Menteri BUMN pada BCOMSS 2024 / KAI Received the Best Crisis Handling BUMN Award from the Minister of State-Owned Enterprises at BCOMSS 2024.</li><li>KAI Raih Penghargaan Perusahaan BUMN dengan Inovasi Bisnis Perusahaan Terbaik dan Strategi Pertumbuhan Perusahaan Terbaik. / KAI Received the SOE Award with the Best Corporate Business Innovation and the Best Corporate Growth Strategy.</li></ul> | <p>KAI Hadirkan <i>Amazing Trip Experience, Travel with The Stars</i>.</p> <p>KAI Presented Amazing Trip Experience, Travel With The Stars.</p>                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Juli / July                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>KAI Dukung Program Kementerian ESDM Uji Coba Penerapan B40 untuk Kereta Api.</p> <p>KAI Supported Ministry of Energy and Mineral Resources Program to the Trial of B40 Implementation for Trains.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## 2023

## 2022

### Agustus / August

- KAI menggelar *grand launching* aplikasi "Access by KAI" berupa atau peningkatan kinerja aplikasi pemesanan tiket kereta api yang sebelumnya bernama "KAI Access". / KAI held the grand launch of the "Access by KAI" application, which is an upgrade of the previous ticket booking application "KAI Access".
- LRT Jabodetabek mulai melayani masyarakat di 18 stasiun. / The Jabodebek LRT began serving the public at 18 stations.

### Juni / June

KAI menambah 5 kereta api baru mulai 01 Juni 2023.

KAI added 5 new trains starting from June 1, 2023.

### Juli / July

KAI melakukan *groundbreaking* pembangunan Terminal Bongkar Batu Bara Kramasan.

KAI conducted the groundbreaking ceremony for the construction of the Kramasan Coal Unloading Terminal.

### Februari

KAI bekerja sama dengan Ditjen Dukcapil untuk verifikasi pelanggan kereta api.

KAI cooperates with the Directorate General of Population and Civil Registration (Ditjen Dukcapil) to verify railroad customers.

### Maret

Jalur Kereta Api Garut-Cibatu kembali beroperasi.

Garut-Cibatu Railway Returned to Operation.

### Januari / January

KAI telah melayani 1.613 pelanggan pada masa *soft launching* sejak 24 Desember 2022.

PT Kereta Api Indonesia (Persero) has served 1,613 customers during the soft launching period since December 24, 2022.



### September

- Dukung Pentingnya Employee Well-Being, Dirut KAI Resmikan Rail Kids Daycare. / Supported the Importance of Employee Well-Being, KAI President Inaugurated Rail Kids Daycare.

### Oktober / October

- KAI Cetak Dua Rekor MURI pada Rangkaian Perayaan HUT ke-79 / KAI Set Two MURI Records in Series of the 79th Anniversary Celebrations.
- KAI Raih Penghargaan dari Komnas Perempuan sebagai Komitmen Hadirkan Ruang Aman / KAI Received Award from National Commission on Violence Against Women as Commitment to Providing Safe Space.

### November / November

- KAI Hadirkan KA BIAS Madiun Melayani Masyarakat di Relasi Bandara Adi Soemarmo-Madiun/PP. / KAI Presented BIAS Madiun Train Serving the Community in the Adi Soemarmo-Madiun Airport/PP Connection.
- KAI menerbitkan Sukuk melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024. / KAI Issued Sukuk through the Continuous Public Offering (PUB) mechanism for Continuous Sukuk Ijarah I Kereta Api Indonesia Phase II in 2024.
- LRT Jabodetabek Terapkan Sistem Cuci Kereta Otomatis dengan Teknologi Canggih dan Ramah Lingkungan. / Jabodebek LRT Implemented an Automatic Train Washing System with Advanced and Environmentally Friendly Technology.
- KAI Hadirkan *Drinking Water Station* di 23 Stasiun untuk Dukung Pencapaian. / KAI Presented Drinking Water Stations at 23 Stations to Support Achievements.

### Desember / December

- KAI dan Bank Indonesia (BI) resmi menandatangani Perjanjian Jasa Pengangkutan Barang Berharga Milik Negara (BBMN). / KAI and Bank Indonesia (BI) signed State-Owned Valuable Goods (BBMN)
- KAI meluncurkan fitur terbaru bernama *Carbon Footprint* yang dapat diakses melalui aplikasi Access by KAI. Fitur *Carbon Footprint*. / KAI launched a new feature called Carbon Footprint which can be accessed via the Access by KAI application.
- KAI Raih Skor ESG 41, Komitmen dalam Menghadirkan Ekosistem Transportasi Berkelanjutan / KAI Achieved the ESG Score of 41, Commitment to Presenting a Sustainable Transportation Ecosystem.





# Kilas Kinerja 2024

2024 Performance Highlight





## Pencapaian Kinerja KAI 2024

KAI 2024 Performance Highlights



**Aset**  
Assets

**Rp97,10** triliun / trillion

Meningkat sebesar 19% dari tahun 2023 sebesar Rp81,37 triliun.

Increased by 19% compared to 2023 at Rp81.37 trillion.



**Ekuitas**  
Equity

**Rp35,32** triliun / trillion

Meningkat sebesar 14% dari tahun 2023 sebesar Rp30,91 triliun.

Increased by 14% compared to 2023 at Rp30.91 trillion.



**Pendapatan**  
Revenue

**Rp36,11** triliun / trillion

Meningkat sebesar 3% dari tahun 2023 sebesar Rp35,11 triliun.

Increased by 3% compared to 2023 at Rp35.11trillion.

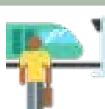


**EBITDA**  
EBITDA

**Rp7,76** triliun / trillion

Meningkat sebesar 50% dari tahun 2023 sebesar Rp5,18 triliun.

Increased by 50% compared to 2023 at Rp5.18 trillion.



**Angkutan Penumpang**  
Passenger Transportation

**453.343.189**

orang / Passenger

Meningkat sebesar 17% dari tahun 2023 sebanyak 388.776.604 orang.

Increased by 17% compared to 2023 at 388,776,604 people.



**Angkutan Barang**  
Freight Transportation

**69.201.670** ton / tons

Meningkat sebesar 9% dari tahun 2023 sebanyak 63.694.966 ton.

Increased by 9% compared to 2023 at 63,694,966 tons.





# Ikhtisar Data Keuangan Penting

## Key Financial Data Highlights

Dalam ribuan rupiah (kecuali dinyatakan lain)

In thousands of Rupiah (unless otherwise stated)

| Uraian / Description                                                                                                                               | 2024                  | 2023                  | 2022                  | 2021                  | 2020                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>Aset / Assets</b>                                                                                                                               |                       |                       |                       |                       |                        |
| Aset Lancar / Current Assets                                                                                                                       | 16.825.576.357        | 13.023.841.719        | 15.337.947.951        | 9.706.861.516         | 9.164.500.411          |
| Aset Tidak Lancar / Non-Current Assets                                                                                                             | 80.273.549.515        | 68.350.471.654        | 56.243.281.772        | 53.062.145.256        | 44.042.568.691         |
| <b>Jumlah Aset / Total Assets</b>                                                                                                                  | <b>97.099.125.872</b> | <b>81.374.313.373</b> | <b>71.581.229.723</b> | <b>62.768.826.772</b> | <b>53.207.069.002</b>  |
| <b>Liabilitas dan Ekuitas / Liabilities and Equity</b>                                                                                             |                       |                       |                       |                       |                        |
| Liabilitas Jangka Pendek / Current Liabilities                                                                                                     | 16.545.939.502        | 17.921.316.180        | 9.958.123.860         | 9.574.299.758         | 9.281.616.345          |
| Liabilitas Jangka Panjang / Non-Current Liabilities                                                                                                | 45.228.523.897        | 32.546.859.952        | 32.542.921.558        | 29.782.786.689        | 26.885.473.155         |
| Liabilitas / Liabilities                                                                                                                           | 61.774.463.399        | 50.468.176.132        | 42.501.045.418        | 39.357.086.447        | 36.167.089.500         |
| Ekuitas / Equity                                                                                                                                   | 35.324.662.473        | 30.906.137.241        | 29.080.184.305        | 23.411.740.325        | 17.039.979.502         |
| <b>Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity</b>                                                                                | <b>97.099.125.872</b> | <b>81.374.313.373</b> | <b>71.581.229.723</b> | <b>62.768.826.772</b> | <b>53.207.069.002</b>  |
| <b>Laba (Rugi) dan Penghasilan Komprehensif Konsolidasian Lain-Lain / Profit (Loss) and Other Comprehensive Income</b>                             |                       |                       |                       |                       |                        |
| Pendapatan / Revenue                                                                                                                               | 36.108.216.958        | 35.106.535.574        | 25.577.639.010        | 17.916.775.924        | 18.074.850.763         |
| Beban Pokok Pendapatan / Cost of Revenue                                                                                                           | (23.273.515.654)      | (27.018.520.240)      | (18.540.861.021)      | (15.149.306.550)      | (16.910.622.755)       |
| Laba Bruto / Gross Profit                                                                                                                          | 12.834.701.304        | 8.088.015.334         | 7.036.777.989         | 2.767.469.374         | 1.164.228.008          |
| Beban Usaha / Operating Expenses                                                                                                                   | (5.233.308.116)       | (4.227.212.786)       | (3.664.532.070)       | (2.543.050.490)       | (2.171.302.002)        |
| Laba (Rugi) Usaha / Operating Profit (Loss)                                                                                                        | 7.601.393.188         | 3.860.802.548         | 3.372.245.919         | 224.418.884           | 1.007.074.012          |
| Laba (Rugi) Sebelum Pajak / Profit (Loss) Before Tax                                                                                               | 3.310.109.016         | 2.247.487.167         | 2.210.588.300         | (546.980.526)         | (2.220.294.791)        |
| Manfaat (Beban) Pajak Penghasilan - Neto / Income Tax Benefit (Expense) - Net                                                                      | (1.087.526.256)       | (375.939.030)         | (524.599.080)         | 121.784.883           | 484.057.029            |
| Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year                                                                                            | 2.222.582.760         | 1.871.548.137         | 1.685.989.220         | (425.195.643)         | (1.736.237.692)        |
| <b>Jumlah Laba (Rugi) Komprehensif / Total Comprehensive Profit (Loss)</b>                                                                         | <b>2.419.095.270</b>  | <b>1.826.401.401</b>  | <b>2.266.829.770</b>  | <b>(547.800.413)</b>  | <b>(2.847.961.917)</b> |
| <b>Jumlah Laba (Rugi) Tahun Berjalan yang Diatribusikan kepada: / Profit (Loss) and Other Comprehensive Income</b>                                 |                       |                       |                       |                       |                        |
| Pemilik Entitas Induk / Owner of Parent Entity                                                                                                     | 2.211.973.665         | 1.873.921.301         | 1.782.040.477         | (362.460.073)         | (1.691.730.010)        |
| Kepentingan Non-Pengendali / Non-Controlling Interest                                                                                              | 10.609.095            | (2.373.164)           | (96.051.257)          | (62.735.570)          | (44.507.682)           |
| <b>Jumlah Laba (Rugi) Komprehensif Tahun Berjalan yang Diatribusikan kepada: / Total Comprehensive Profit (Loss) for the Year Attributable to:</b> |                       |                       |                       |                       |                        |
| Pemilik Entitas Induk / Owner of Parent Entity                                                                                                     | 2.408.305.491         | 1.828.945.530         | 2.362.914.534         | (485.036.924)         | (2.803.523.568)        |
| Kepentingan Non-Pengendali / Non-Controlling Interest                                                                                              | 10.789.779            | (2.544.129)           | (96.084.757)          | (62.763.959)          | (44.438.349)           |
| Laba (Rugi) per Saham Dasar / Basic Earnings (Loss) per Share                                                                                      | 99                    | 84                    | 93                    | (29)                  | (138)                  |



**Ikhtisar Data Keuangan Penting**  
*Key Financial Data Highlights*

| Uraian / Description                                                             | 2024   | 2023  | 2022   | 2021   | 2020     |
|----------------------------------------------------------------------------------|--------|-------|--------|--------|----------|
| <b>Rasio Keuangan (%) / Financial Ratio (%)</b>                                  |        |       |        |        |          |
| Return on Equity (ROE)                                                           | 12,35  | 11,82 | 11,92  | (3,10) | (170,61) |
| Return on Investment (ROI)                                                       | 9,46   | 7,58  | 7,64   | 3,21   | (1,08)   |
| Return on Asset (ROA)                                                            | 2,28   | 2,30  | 2,49   | (0,58) | (3,18)   |
| Rasio Kas / Cash Ratio                                                           | 29,77  | 28,67 | 57,20  | 39,78  | 71,21    |
| Rasio Lancar / Current Ratio                                                     | 101,69 | 72,67 | 154,02 | 101,38 | 98,74    |
| Collection Period (hari) / Collection Period (day)                               | 26,08  | 24,58 | 22,35  | 25,27  | 11,39    |
| Perputaran Persediaan (hari) / Inventory Turnover (day)                          | 12,41  | 20,09 | 18,20  | 21,01  | 23,10    |
| Perputaran Total Aset (%) / Total Asset Turnover (%)                             | 41,49  | 40,59 | 38,34  | 30,81  | 39,67    |
| EBITDA Margin                                                                    | 21,59  | 18,64 | 19,74  | 10,5   | (3,6)    |
| Rasio Pinjaman terhadap Ekuitas (%) / Debt to Equity Ratio (%)                   | 123,92 | 99,91 | 102,23 | 117,85 | 148,7    |
| Rasio Liabilitas terhadap Total Aset (%) / Liabilities to Total Assets Ratio (%) | 63,62  | 62,02 | 59,37  | 62,70  | 67,97    |
| Rasio Laba (Rugi) terhadap Pendapatan (%) / Profit (Loss) to Income Ratio (%)    | 6,16   | 6,75  | 7,76   | (2,33) | (11,74)  |

**IKHTISAR OPERASIONAL**

**OPERATIONAL HIGHLIGHTS**

Dalam ribuan rupiah (kecuali dinyatakan lain)

In thousands of Rupiah (unless otherwise stated)

| Uraian / Description                                                      | 2024          | 2023          | 2022          | 2021          | 2020          |
|---------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Jasa Angkutan / Transport Service</b>                                  |               |               |               |               |               |
| Angkutan Penumpang (Orang) / Passenger Transport (Person)                 | 453.343.189   | 388.776.604   | 284.448.804   | 154.537.582   | 186.832.349   |
| Angkutan Barang (Ton) / Freight (Ton)                                     | 69.201.670    | 63.694.966    | 58.006.880    | 50.261.778    | 45.125.346    |
| Pendukung Angkutan KA (Rp Ribuan) / KA Transport Support (Rp Thousand)    | 1.014.839.810 | 869.775.827   | 713.611.038   | 686.715.439   | 661.780.925   |
| Non-Angkutan (Rp Ribuan) / Non-Transport Services (Rp Thousand)           | 1.900.481.476 | 1.780.153.295 | 1.575.688.038 | 1.138.798.353 | 1.163.317.509 |
| Kompensasi Pemerintah (Rp Ribuan) / Government Compensation (Rp Thousand) | 8.291.362.639 | 3.526.469.925 | 3.880.245.033 | 3.907.491.084 | 3.422.301.613 |
| Konstruksi (Rp Ribuan) / Construction (Rp Thousand)                       | 181.807.049   | 7.342.248.533 | 2.610.567.346 | 2.387.245.804 | 3.661.476.790 |

## Informasi Harga Saham

### Information on Share Price

Hingga 31 Desember 2024, KAI belum menjadi perusahaan yang mencatatkan sahamnya di bursa saham. Dengan demikian, tidak terdapat informasi harga saham, kapitalisasi pasar saham, dan volume perdagangan saham.

As of December 31, 2024, KAI has not yet listed its shares on the stock exchange. Therefore, there is no available information regarding stock prices, market capitalization, or trading volume.

Modal ditempatkan dan disetor penuh di tahun 2024 dan 2023 adalah sebanyak 22.368.743 lembar saham dan 22.368.743 lembar saham dengan nilai nominal Rp1.000.000,- per saham, sehingga total modal ditempatkan dan disetor penuh sejumlah Rp22.368.743.000.000,- dan Rp22.368.743.000.000,-. Informasi modal saham Perseroan dalam 2 (dua) tahun terakhir adalah sebagai berikut:

The issued and fully paid-up capital for 2024 and 2023 was 22,368,743 shares and 22,368,743 shares, with a nominal value of Rp1,000,000 per share. Therefore, the total issued and fully paid-up capital is Rp22,368,743,000.000,- and Rp22,368,743,000,000,-. Below is information on the Company's share capital over the last 2 (two) years:

#### Saham Perseroan

#### Company Shares

| Uraian / Description                                                                                  | 2024       | 2023       |
|-------------------------------------------------------------------------------------------------------|------------|------------|
| Modal Saham Nilai Nominal Rp1.000.000,- per Saham / Nominal Value Share Capital Rp1,000,000 per Share | 22.368.743 | 22.368.743 |
| Modal Dasar Sebesar 40.000.000 Saham / Authorized Capital 40,000,000 Shares                           | 40.000.000 | 40.000.000 |
| Modal Ditempatkan dan Disetor Penuh (lembar saham) / Issued and Fully Paid-Up Capital (shares)        | 22.368.743 | 22.368.743 |

#### AKSI KORPORASI

Di tahun 2024, tidak terdapat aksi korporasi yang dilakukan oleh Perseroan. Sehingga informasi tersebut tidak disajikan dalam Laporan Tahunan tahun buku 2024.

#### CORPORATE ACTIONS

In 2024, no corporate actions were conducted by the Company. Therefore, the information is not presented in the Annual Report for the 2024 fiscal year.

## Informasi Obligasi, Sukuk, dan/atau Obligasi Konversi

*Information on Bonds, Sukuk, and/or Convertible Bonds*

### INFORMASI OBLIGASI

Perseroan menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp700.000.000.000,- yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024

Pada tanggal 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp1.500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai surat BEI No. S-12133/BEI.PP3/11-2024.

### INFORMASI SUKUK

Perseroan menerbitkan Sukuk melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp300.000.000.000,- yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024.

### INFORMATION ON BONDS

The Company issued Bonds through the Continuous Public Offering (PUB) mechanism of Continuous Bonds I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp700,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter No. S-08240/BEI.PP3/08-2024.

On November 13, 2024, the Company obtained an effective statement letter from the Financial Services Authority (OJK) No. S-153/D.04/2024 on the Continuous Public Offering (PUB) of Continuous Bonds II of Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp1,500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX letter No. S-12133/BEI.PP3/11-2024.

### INFORMATION ON SUKUK

The Company issued Sukuk through the Continuous Public Offering (PUB) mechanism of Continuous Sukuk Ijarah I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp300,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter No. S-08240/BEI.PP3/08-2024.





## Informasi Obligasi, Sukuk, dan/atau Obligasi Konversi *Information on Bonds, Sukuk, and/or Convertible Bonds*

Pada 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) Nomor: S-153/D.04/2024 atas penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai Surat BEI No. S-12133/BEI.PP3/11-2024

### INFORMASI OBLIGASI KONVERSI

Hingga 31 Desember 2024, Perseroan tidak pernah menerbitkan obligasi konversi. Sehingga informasi tersebut tidak disajikan dalam Laporan Tahunan tahun buku 2024.

### INFORMASI SUMBER PENDANAAN LAINNYA

Hingga 31 Desember 2024, Perseroan tidak memiliki sumber pendanaan lainnya (selain yang telah disajikan di atas). Sehingga informasi tersebut tidak disajikan dalam Laporan Tahunan tahun buku 2024.

On November 13, 2024, the Company received an effective statement letter from the Financial Services Authority (OJK) Number: S-153/D.04/2024 regarding the Continuous Public Offering (PUB) of Continuous Sukuk Ijarah II Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX Letter No. S-12133/BEI.PP3/11-2024.

### INFORMATION ON CONVERTIBLE BONDS

As of December 31, 2024, the Company has never issued convertible bonds. Therefore, such information is not available in the Annual Report for the 2024 fiscal year.

### INFORMATION ON OTHER FUNDING SOURCES

As of December 31, 2024, the Company did not have any other funding sources other than those already presented. Therefore, such information is not available in the Annual Report for the 2024 fiscal year.





## Peristiwa Penting

### Significant Events



Rabu, 10 Januari 2024 / Wednesday, January 10, 2024

#### Sukseskan Gerakan Satu Juta Pohon, KAI Tanam Pohon dan Hijaukan Stasiun Serentak di Berbagai Daerah

PT Kereta Api Indonesia (Persero) turut menyukseskan program Hari Gerakan Satu Juta Pohon dengan melakukan penanaman pohon serentak pada Rabu 10 Januari 2024 di berbagai wilayah kerjanya yang mencakup Daerah Operasi, Divisi Regional, Balai Yasa, dan Anak Perusahaan. Penanaman pohon secara serentak ini juga merupakan salah satu bagian dari Tanggung Jawab Sosial dan Lingkungan KAI melalui program KAI Go Green.

#### Success of One Million Trees Movement, KAI Plants Trees and Conducts Station Afforestation Simultaneously in Various Regions

PT Kereta Api Indonesia (Persero) also contributed to the success of the One Million Tree Movement Day program by simultaneously planting trees on Wednesday, January 10, 2024, in various work areas covering Operational Areas, Regional Divisions, Railway Workshops, and Subsidiaries. This simultaneous tree planting is also part of KAI's Social and Environmental Responsibility through the KAI Go Green.



Rabu, 24 Januari 2024 / Wednesday, January 24, 2024

#### Tingkatkan Layanan, KAI Luncurkan 3 KA Baru

PT Kereta Api Indonesia (Persero) meluncurkan 3 KA baru yaitu KA Papandayan relasi Garut-Gambir (PP), KA Pangandaran relasi Banjar-Gambir (PP), dan KA Malabar keberangkatan pagi hari relasi Bandung-Malang (PP) pada Rabu tanggal 24 Januari 2024.

#### Improve Services, KAI Launches 3 New Trains

PT Kereta Api Indonesia (Persero) launched 3 new trains, namely the Papandayan train for the Garut-Gambir (PP) route, the Pangandaran train for the Banjar-Gambir (PP) route, and the Malabar train for morning departures for the Bandung-Malang (PP) route on Wednesday, January 24, 2024.



Kamis, 15 Februari 2024 / Thursday, February 15, 2024

#### Tingkatkan Daya Angkut, KAI Tanda Tangan Kontrak Kerja Sama Pengadaan Lokomotif dengan Progress Rail (Anak Perusahaan Caterpillar)

PT Kereta Api Indonesia (Persero) atau KAI bersama Progress Rail (anak perusahaan Caterpillar) yang berasal dari Amerika Serikat (AS), menandatangani kontrak kerja sama pengadaan 54 lokomotif.

#### Increase Carrying Capacity, KAI Signs Cooperation Contract for Locomotive Procurement with Progress Rail (Caterpillar Subsidiary)

PT Kereta Api Indonesia (Persero) or KAI together with Progress Rail (a subsidiary of Caterpillar) from the United States (US), signed a cooperation contract for the procurement of 54 locomotives.



Minggu, 25 Februari 2024 / Sunday, February 25, 2024

#### Edukasi Tentang Perkeretaapian, KAI Hadirkan Pengalaman Travelling By Train Bagi Anak-anak di KidZania Surabaya

PT Kereta Api Indonesia (Persero) bersama KidZania Surabaya menghadirkan "KAI City Tour Tram" sebagai salah satu sumber edukasi yang bermanfaat bagi anak-anak. Adanya "KAI City Tour Tram" dapat menjadi tempat bermain dan juga tempat belajar bagaimana cara menggunakan kendaraan umum kereta api serta menambah pengalaman serta pengetahuan anak terkait profesi yang berhubungan dengan kereta api.

#### Education About Railways, KAI Presents Travelling By Train Experience for Children at KidZania Surabaya

PT Kereta Api Indonesia (Persero) together with KidZania Surabaya presents "KAI City Tour Tram" as one of the useful educational sources for children. The presence of "KAI City Tour Tram" can be a place to both play and learn how to use public transportation trains as well as increase children's experience and knowledge related to professions related to trains.

## Peristiwa Penting Significant Events



26

Senin, 26 Februari 2024 / Monday, February 26, 2024

**Peringati Hari Kanker Anak Sedunia, KAI Ajak Anak Pejuang Kanker Bertualang**  
PT Kereta Api Indonesia (Persero) bersama Yayasan Kasih Anak Kanker Indonesia (YKAKI) Cabang Bandung menyelenggarakan acara menarik yang bertajuk "Langkah Kasih Petualangan Kereta Api Bersama YKAKI" di Stasiun Bandung pada Senin (26/2). Acara ini digelar dalam rangka memperingati Hari Kanker Anak Sedunia yang jatuh pada tanggal 15 Februari.

**Commemorate World Childhood Cancer Day, KAI Invites Children with Cancer on an Adventure**

PT Kereta Api Indonesia (Persero) together with the Indonesian Cancer Child Love Foundation (YKAKI) Bandung Branch held an interesting event called "Langkah Kasih Kereta Adventure with YKAKI" at Bandung Station on Monday (26/2). This event was held to commemorate World Childhood Cancer Day, which falls on February 15.



05

Selasa, 5 Maret 2024 / Tuesday, March 5, 2024

**Pergantian Komisaris dan Direksi PT Kereta Api Indonesia (Persero)**

Perubahan Direksi dan Komisaris PT KAI berdasarkan pada Surat Keputusan Menteri BUMN SK-61/MBU/03/2024 tanggal 5 Maret 2024. Dalam perombakan ini, Elen Setiadi sebagai Komisaris PT KAI. Kemudian mengangkat Dadan Rudiansyah sebagai Direktur Keselamatan dan Keamanan PT KAI serta Rosma Handayani sebagai Direktur SDM dan Umum PT KAI. Selain itu, Kementerian BUMN memberhentikan dengan hormat Riza Primadi sebagai Komisaris Independen KAI, Sandry Pasambuna sebagai Direktur Keselamatan dan Keamanan KAI, dan Suparno sebagai Direktur SDM dan Umum KAI.

**Change of Commissioners and Directors of PT Kereta Api Indonesia (Persero)**

The change of the Directors and Commissioners of PT KAI is based on the Decree of the Minister of SOEs SK-61/MBU/03/2024 dated March 5, 2024. In this reshuffle, Elen Setiadi was appointed as Commissioner of PT KAI. Then Dadan Rudiansyah was appointed as Managing Director of Safety and Security of PT KAI and Rosma Handayani as Managing Director of Human Capital and General Affairs of PT KAI. In addition, the Ministry of State-Owned Enterprises honorably dismissed Riza Primadi as Independent Commissioner of KAI, Sandry Pasambuna as Managing Director of Safety and Security of KAI, and Suparno as Managing Director of Human Capital and General Affairs of KAI.



07

Kamis, 7 Maret 2024 / Thursday, March 7, 2024

**Pastikan Keandalan Lokomotif, KAI Tanda Tangan Perjanjian Jangka Panjang dengan Perusahaan Manufaktur AS**

PT Kereta Api Indonesia (Persero) bersama Wabtec Corporation System, LLC (perusahaan manufaktur asal Amerika Serikat) dan PT Imeco Inter Sarana menandatangani kontrak Long Term Parts Agreement (LTPA) atau perjanjian jangka panjang pengadaan suku cadang untuk perawatan lokomotif CC201/CC203/CC204 dan BB203 secara multi years sejak tahun 2025 sampai dengan 2030

**Ensure Locomotive Reliability, KAI Signs Long-Term Agreement with US Manufacturing Company**

PT Kereta Api Indonesia (Persero) together with Wabtec Corporation System, LLC (a manufacturing company from the United States) and PT Imeco Inter Sarana signed a Long-Term Parts Agreement (LTPA) for the procurement of spare parts for the maintenance of CC201/CC203/CC204 and BB203 locomotives on a multi-year basis from 2025 to 2030.



08

Jumat, 8 Maret 2024 / Friday, March 8, 2024

**KAI Raih Penghargaan Best Crisis Handling BUMN dari Menteri BUMN pada BCOMSS 2024**

PT Kereta Api Indonesia (KAI) (Persero) memborong penghargaan dalam ajang BUMN Corporate Communication and Sustainability Summit (BCOMSS) 2024 yang digelar Kementerian BUMN. KAI meraih penghargaan kategori 'Best Crisis Handling BUMN' dan pemenang kedua 'Individual Social Media Ranger Activation' atas nama Nurul Wulandari.

**KAI Receives Best Crisis Handling BUMN Award from the Minister of State-Owned Enterprises at BCOMSS 2024**

PT Kereta Api Indonesia (KAI) (Persero) received awards at the BUMN Corporate Communication and Sustainability Summit (BCOMSS) 2024 held by the Ministry of State-Owned Enterprises. KAI received the award for the 'Best Crisis Handling BUMN' category and the second winner for 'Individual Social Media Ranger Activation' on behalf of Nurul Wulandari.

## Peristiwa Penting Significant Events



Kamis, 14 Maret 2024 / Thursday, March 14, 2024

### KAI Raih Penghargaan Perusahaan BUMN dengan Inovasi Bisnis Perusahaan Terbaik dan Strategi Pertumbuhan Perusahaan Terbaik

PT Kereta Api Indonesia (Persero) berhasil mendapatkan penghargaan sebagai Terbaik Pertama Perusahaan BUMN dengan kategori "Inovasi Bisnis Perusahaan Terbaik" dan Terbaik Kedua Perusahaan BUMN dengan kategori "Strategi Pertumbuhan Perusahaan Terbaik" dalam ajang Anugerah BUMN 2024 yang digelar BUMN Track.

### KAI Wins BUMN Company Award with Best Corporate Business Innovation and Best Corporate Growth Strategy

PT Kereta Api Indonesia (Persero) successfully won the award as the First Best BUMN Company with the category of "Best Corporate Business Innovation" and the Second Best BUMN Company with the category of "Best Corporate Growth Strategy" in the 2024 BUMN Awards held by BUMN Track.



Senin, 18 Maret 2024 / Monday, March 18, 2024

### Dukung Kemenhub, KAI Berkomitmen Hadirkan Angkutan Lebaran sesuai Slogan "Mudik Ceria, Penuh Makna"

PT Kereta Api Indonesia (Persero) menghadirkan Angkutan Lebaran Tahun 2024 sesuai dengan slogan Kementerian Perhubungan slogan "Mudik Ceria, Penuh Makna".

### Support Ministry of Transportation, KAI Commits to Presenting Eid Transportation in Accordance with the "Cheerful Homecoming, Full of Meaning" Slogan

PT Kereta Api Indonesia (Persero) presents the 2024 Eid Transportation in accordance with the slogan of the Ministry of Transportation, "Cheerful Homecoming, Full of Meaning".



Sabtu, 6 April 2024 / Saturday, April 6, 2024

### Dirut KAI Berikan Apresiasi kepada Pelanggan Kereta Suite Class Compartment dengan Hijab Buttonscarves

KAI bekerja sama dengan brand hijab Buttonscarves membagikan hijab gratis bagi penumpang Kereta Suite Class Compartment KA Bima dan KA Argo Semeru serta beberapa KA Luxury keberangkatan 5-9 April 2024.

### KAI President Director Gives Appreciation to Suite Class Compartment Train Customers with Buttonscarves Hijab

KAI in collaboration with the Buttonscarves hijab brand distributed free hijabs for Suite Class Compartment Train passengers of the Bima and Argo Semeru trains as well as several Luxury trains departing April 5-9, 2024.



Selasa, 9 April 2024 / Tuesday, April 9, 2024

### Mudik Lebaran, KAI Sukses Antarkan 848 Ribu Penumpang KA Jarak Jauh

PT Kereta Api Indonesia (Persero) mencatat telah terdapat 848.344 penumpang KA jarak jauh atau rata-rata 169.668 penumpang per hari pada masa puncak mudik tanggal 5 s.d 9 April 2024. Angka tersebut mencapai 113% dari total tempat duduk yang disediakan sebanyak 750.592 tempat duduk (persentase melebihi 100% merupakan angka okupansi dinamis dimana terdapat penumpang yang turun-naik di stasiun antara stasiun awal dengan stasiun tujuan).

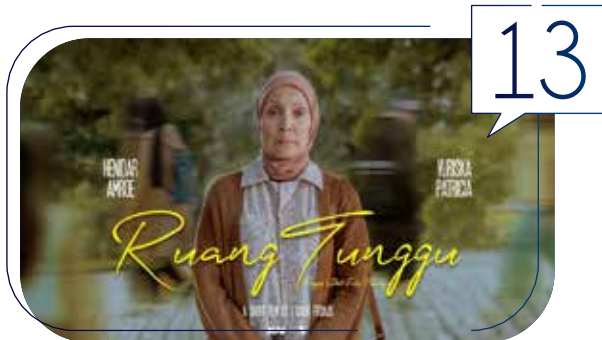
### Eid Homecoming, KAI Successfully Transports 848 Thousand Long-Distance Train Passengers

PT Kereta Api Indonesia (Persero) noted that there were 848,344 long-distance train passengers or an average of 169,668 passengers per day during the peak homecoming period from April 5 to 9, 2024. This figure reached 113% of the total seats provided of 750,592 seats (the percentage exceeding 100% is the dynamic occupancy figure where there were passengers getting on and off at stations between the starting station and the destination station).





## Peristiwa Penting Significant Events



13

Sabtu, 13 April 2024 / Saturday, April 13, 2024

### Momen Mudik, KAI Luncurkan Film Berjudul "Ruang Tunggu"

PT Kereta Api Indonesia (Persero) meluncurkan film berjudul "Ruang Tunggu". Film pendek garapan rumah produksi PT Visualkan Kreasi Indonesia tersebut mendeskripsikan keterikatan antara masyarakat terhadap moda transportasi kereta api di Indonesia yang begitu mendalam. Film Ruang Tunggu adalah prequel film pendek berjudul "Pulang" yang diproduksi KAI pada tahun 2023 dan menjadi Film Terbaik pada Festival Film TVRI Jawa Barat.

### Homecoming Moment, KAI Launches Film Titled "Ruang Tunggu"

PT Kereta Api Indonesia (Persero) launched a film titled "Ruang Tunggu". The short film produced by the production house PT Visualkan Kreasi Indonesia describes the deep attachment between the community and the train transportation mode in Indonesia. The film Ruang Tunggu is a prequel to the short film titled "Pulang" produced by KAI in 2023 and became the Best Film at the West Java TVRI Film Festival.



15

Senin, 15 April 2024 / Monday, April 15, 2024

### KAI Gelar Promo "Mudik Belakangan Ekstra Hemat", Naik KA Cuma Bayar 80%

PT Kereta Api Indonesia (Persero) menyediakan promo Mudik Belakangan Ekstra Hemat, di mana pelanggan dapat membeli tiket mudik dari Stasiun Gambir dan Pasarsenen ke sejumlah daerah dengan cukup membayar dengan tarif 80% saja.

### KAI Holds "Mudik Belakangan Ekstra Hemat" Promo, Take the Train and Only Pay 80%

PT Kereta Api Indonesia (Persero) provides a Mudik Belakangan Ekstra Hemat (Travel Back to Hometown Later for Extra Savings) promo, where customers can buy homecoming tickets from Gambir and Pasarsenen Stations to a number of areas by only paying 80% of the fare.



20

Sabtu, 20 April 2024 / Saturday, April 20, 2024

### KAI Gelar Rekrutmen Program Management Trainee Tahun 2024, Pendaftaran Dibuka Hingga 22 April 2024

PT Kereta Api Indonesia (Persero) bekerja sama dengan PT Dayalima Recruitment saat ini sedang membuka rekrutmen untuk program Management Trainee Tahun 2024. Pendaftaran mulai 17-22 April 2024.

### KAI Holds Recruitment for Management Trainee Program in 2024, Registration Open Until April 22, 2024

PT Kereta Api Indonesia (Persero) in collaboration with PT Dayalima Recruitment is currently opening recruitment for the Management Trainee program in 2024. Registration starts from April 17-22, 2024.



22

Senin, 22 April 2024 / Monday, April 23, 2024

### KAI Gelar Promo Bursa Pariwisata, Dapatkan Tiket Kereta dengan Diskon 20%

PT Kereta Api Indonesia (Persero) menyediakan promo Bursa Pariwisata, dimana pelanggan dapat membeli tiket kereta api dari Surabaya dan Malang ke sejumlah daerah dengan potongan harga tiket 20%.

### KAI Holds Tourism Exchange Promo, Get Train Tickets with 20% Discount

PT Kereta Api Indonesia (Persero) provides a Tourism Exchange promo, where customers can buy train tickets from Surabaya and Malang to several areas with a 20% discount on tickets.



## Peristiwa Penting Significant Events



13

Senin, 13 Mei 2024 / Monday, May 13, 2024

### KAI Hadirkan Amazing Trip Experience, Travel with The Stars

PT Kereta Api Indonesia (Persero) akan menggelar Amazing Trip Experience, Travel with The Stars, yakni penampilan musisi nasional yang akan menghibur penumpang di atas KA Argo Wilis dari Bandung menuju Yogyakarta pada Senin (13/5). Para musisi yang akan tampil merupakan musisi Star Media Nusantara yaitu Yogie Nandes, Alvin Jo, Mark Natama, Samuel Cipta, Nuca, Anggis Devaki, Rimar, Novia Bachmid, Mirabeth, Syarla Marz, dan Agatha Chelsea.

### KAI Presents Amazing Trip Experience, Travel with The Stars

PT Kereta Api Indonesia (Persero) will hold Amazing Trip Experience, Travel with The Stars, which is a performance by national musicians who will entertain passengers on the Argo Wilis train from Bandung to Yogyakarta on Monday (13/5). The musicians who will perform are Star Media Nusantara musicians, namely Yogie Nandes, Alvin Jo, Mark Natama, Samuel Cipta, Nuca, Anggis Devaki, Rimar, Novia Bachmid, Mirabeth, Syarla Marz, and Agatha Chelsea.



29

Rabu, 29 Mei 2024 / Wednesday, May 29, 2024

### KAI Meriahkan Festival Jelajah Kuliner Nusantara dengan Hadirkan UMKM Binaan serta Diskon Tiket KA

PT Kereta Api Indonesia (Persero) berkolaborasi dengan Kementerian BUMN serta sejumlah BUMN lain menggelar "Jelajah Kuliner Nusantara". Acara ini digelar di dua lokasi, yakni Kota Bandung dan Kota Medan.

### KAI Enlivens the Nusantara Culinary Exploration Festival by Presenting Fostered MSMEs and Train Ticket Discounts

PT Kereta Api Indonesia (Persero) collaborated with the Ministry of State-Owned Enterprises and several other SOEs to hold the "Nusantara Culinary Exploration" event, which was held in two cities, namely Bandung and Medan.



03

Senin, 3 Juni 2024 / Monday, June 3, 2024

### Selenggarakan Travelling by Train 2024, KAI Ajak Influencer Promosikan Kereta Api

PT Kereta Api Indonesia (Persero) mengadakan event Travelling by Train di Pangandaran selama 3 hari mulai 3-5 Juni 2024. Selama perjalanan para peserta menggunakan KA Pangandaran Panoramic dari Stasiun Gambir menuju Stasiun Banjar dan sebaliknya.

### Organize Travelling by Train 2024, KAI Invites Influencers to Promote Trains

PT Kereta Api Indonesia (Persero) is holding a Travelling by Train event in Pangandaran for 3 days starting from June 3-5, 2024. During the trip, participants will use the Pangandaran Panoramic Train from Gambir Station to Banjar Station and vice versa.



07

Jumat, 7 Juni 2024 / Friday, June 7, 2024

### Kolaborasi MNC Insurance dengan KAI dan PT Mitra Jasa Pratama Melalui Qoala For Enterprise Hadirkan Asuransi Pembatalan Tiket

PT MNC Asuransi Indonesia (MNC Insurance), anak usaha yang dimiliki sepenuhnya oleh PT MNC Kapital Indonesia Tbk (IDX: BCAP atau MNC Kapital), resmi bekerja sama dengan PT Kereta Api Indonesia (Persero), Badan Usaha Milik Negara (BUMN) yang mengelola jasa transportasi kereta api di Indonesia, dan PT Mitra Jasa Pratama, melalui Qoala for Enterprise. Kolaborasi ini bertujuan untuk meningkatkan kenyamanan para penumpang KAI dengan menyediakan perlindungan perjalanan berupa produk asuransi pembatalan tiket.

### MNC Insurance Collaboration with KAI and PT Mitra Jasa Pratama Through Qoala For Enterprise Presents Ticket Cancellation Insurance

PT MNC Asuransi Indonesia (MNC Insurance), a wholly owned subsidiary of PT MNC Kapital Indonesia Tbk (IDX: BCAP or MNC Kapital), has officially collaborated with PT Kereta Api Indonesia (Persero), a State-Owned Enterprise (BUMN) that manages railway transportation services in Indonesia, and PT Mitra Jasa Pratama, through Qoala for Enterprise. This collaboration aims to improve the comfort of KAI passengers by providing travel protection in the form of ticket cancellation insurance products.

## Peristiwa Penting Significant Events



12

Rabu, 12 Juni 2024 / Wednesday, June 12, 2024

### Ramaikan Event Jakarta Fair Kemayoran, KAI Hadirkan Diskon Tiket KA hingga 15%

PT Kereta Api Indonesia (Persero) menghadirkan diskon tiket kereta api yang dapat dibeli masyarakat hanya di booth KAI (Hall. C2 No 1) pada Jakarta Fair Kemayoran di Arena JIEXPO tanggal 12 Juni - 14 Juli 2024. KAI memberikan potongan harga sebesar 10% berlaku untuk semua umur. Serta diskon khusus 15% untuk anak usia sampai dengan 15 tahun dengan melampirkan fotokopi kartu identitas anak atau kartu keluarga.

### Enliven the Jakarta Fair Kemayoran Event, KAI Presents Train Ticket Discounts of up to 15%

PT Kereta Api Indonesia (Persero) presents train ticket discounts that can be purchased by the public only at the KAI booth (Hall. C2 No. 1) at the Jakarta Fair Kemayoran at the JIEXPO Arena on June 12 - July 14, 2024. KAI provides a 10% discount valid for all ages, as well as a special 15% discount for children aged up to 15 years by attaching a photocopy of the child's ID card or family register.



13

Kamis, 13 Juni 2024 / Thursday, June 13, 2024

### Ramaikan Event Gebyar Wisata Nusantara, KAI Hadirkan Diskon Tiket KA 10%

PT Kereta Api Indonesia (Persero) menghadirkan diskon tiket kereta api yang dapat dibeli masyarakat hanya di booth KAI pada Gebyar Wisata Nusantara Expo yang digelar di Jakarta Convention Center (JCC) Hall A tanggal 13 - 15 Juni 2024. KAI memberikan potongan harga sebesar 10% bagi masyarakat yang membeli tiket kereta api di booth KAI pada acara tersebut. Tarif diskon ini berlaku untuk keberangkatan sampai dengan H+45 untuk KA-KA komersial kelas eksekutif, bisnis, dan ekonomi di Pulau Jawa.

### Enliven the Gebyar Wisata Nusantara Event, KAI Presents 10% Train Ticket Discount

PT Kereta Api Indonesia (Persero) presents a train ticket discount that can be purchased by the public only at the KAI booth at the Gebyar Wisata Nusantara Expo held at the Jakarta Convention Center (JCC) Hall A on June 13-15, 2024. KAI is giving a 10% discount for those who buy train tickets at the KAI booth at the event. This discount rate applies to departures up to D+45 for executive, business, and economy class commercial trains on Java Island.



21

Jumat, 21 Juni 2024 / Friday, June 21, 2024

### KAI Buka Rekrutmen Eksternal, Tanggal 23-25 Juni 2024

PT Kereta Api Indonesia (Persero) membuka rekrutmen untuk formasi Konduktur, Polsuska, Operasional, serta Pemeliharaan Sarana dan Prasarana, dengan periode pendaftaran mulai tanggal 23 s.d 25 Juni 2024. Adapun latar belakang pendidikan yang dipersyaratkan yaitu tingkat SLTA, D3, dan D4/S1 dengan jurusan yang telah ditentukan.

### KAI Opens External Recruitment, June 23-25, 2024

PT Kereta Api Indonesia (Persero) is opening recruitment for the positions of Conductor, Polsuska, Operations, and Maintenance of Facilities and Infrastructure, with a registration period starting from June 23 to 25, 2024. The required educational background is high school, D3, and D4/S1 with a predetermined major.



22

Senin, 22 Juli 2024 / Monday, July 22, 2024

### Pastikan Angkutan Lebaran 2024 Aman dan Nyaman, KAI Laksanakan Apel Gelar Pasukan

KAI Gelar Apel Pasukan posko Angkutan Lebaran KAI dalam rangka melayani masyarakat yang menggunakan transportasi kereta api, yakni sejak tanggal 5-16 April 2024. Adapun masa Angkutan Lebaran ditetapkan pada tanggal 31 Maret-21 April 2024.

### Ensure Safe and Comfortable 2024 Eid Transportation, KAI Holds Troop Roll Call

KAI Holds Troop Roll Call at KAI Eid Transportation Post in order to serve the public using train transportation, namely from April 5-16, 2024. The Eid Transportation period is set for March 31-April 21, 2024.

## Peristiwa Penting Significant Events



23

**Selasa, 23 Juli 2024 / Tuesday, July 23, 2024**

### **KAI Dukung Program Kementerian ESDM Uji Coba Penerapan B40 untuk Kereta Api**

PT Kereta Api Indonesia (Persero) mendukung Kementerian Energi dan Sumber Daya Mineral (ESDM) dalam uji coba penerapan B40 untuk kereta api. Uji coba ini dilakukan di Stasiun Lempuyangan, Yogyakarta pada Senin (22/7) dengan menggunakan KA Bogowonto relasi Lempuyangan - Pasar Senen. B40, campuran solar 60% dan bahan bakar nabati dari kelapa sawit 40%, diharapkan menjadi solusi strategis untuk mengurangi konsumsi solar dan emisi gas buang. KAI kini menggunakan 300 juta liter bahan bakar B35.

### **KAI Supports Ministry of Energy and Mineral Resources Program to Trial Implementation of B40 for Trains**

PT Kereta Api Indonesia (Persero) supports the Ministry of Energy and Mineral Resources (ESDM) in the trial implementation of B40 for trains, conducted at Lempuyangan Station, Yogyakarta on Monday (22/7) using the Bogowonto train on the Lempuyangan-Pasar Senen route. B40, a mixture of 60% diesel and 40% palm oil biofuel, is expected to be a strategic solution to reduce diesel consumption and exhaust emissions. KAI is currently using 300 million liters of B35 fuel.



08

**Kamis, 8 Agustus 2024 / Thursday, August 8, 2024**

### **KAI Masuk 20 Besar BUMN Penyumbang Pajak Untuk Negara di Tahun 2023**

PT Kereta Api Indonesia (Persero) menjadi salah satu dari 20 Badan Usaha Milik Negara (BUMN) penyumbang pajak terbesar untuk Negara pada Tahun 2023. Dimana KAI berkontribusi memberikan Setoran Pajak Negara sebesar Rp3.592 Miliar pada Tahun 2023.

### **KAI Enters Top 20 State-Owned Enterprises Contributing Taxes to the State in 2023**

PT Kereta Api Indonesia (Persero) is one of the 20 State-Owned Enterprises (BUMN) that contribute the most taxes to the State in 2023, where KAI contributed to providing State Tax Deposits of Rp3,592 billion in 2023.



12

**Senin, 12 Agustus 2024 / Monday, August 12, 2024**

### **Jelang HUT RI Ke-79, Masinis Indonesia Telah Berhasil Operasikan Whoosh dengan Kecepatan 350 Km/Jam**

PT Kereta Api Indonesia (Persero) mengapresiasi keberhasilan masinis Whoosh asal Indonesia yang kini telah berhasil mengoperasikan Kereta Cepat Whoosh dengan kecepatan 350 km/jam. Sebanyak 39 dari 72 masinis Indonesia yang diperbantukan dari KAI sudah memasuki tahap 2 dari proses on job training.

### **Ahead of the 79th Anniversary of the Republic of Indonesia, Indonesian Train Drivers Successfully Operate Whoosh at a Speed of 350 Km/Hour**

PT Kereta Api Indonesia (Persero) appreciates the success of Indonesian Whoosh train drivers who have now successfully operated the Whoosh Fast Train at a speed of 350 km/h. As many as 39 of the 72 Indonesian train drivers seconded by KAI have entered stage 2 of the on-the-job training process.



15

**Kamis, 15 Agustus 2024 / Thursday, August 15, 2024**

### **KAI Masuk 19 BUMN Berpendapatan Terbesar Versi Fortune Indonesia**

PT Kereta Api Indonesia (Persero) tercatat sebagai satu dari 19 Badan Usaha Milik Negara (BUMN) masuk dalam daftar 100 perusahaan terbesar di Indonesia berdasarkan pendapatan perusahaan pada 2023. Pada tahun 2023 pendapatan KAI yaitu Rp35,106 triliun atau naik 37,25% dibanding tahun 2022 sebesar Rp25,577 triliun.

### **KAI Enters 19 State-Owned Enterprises with the Largest Revenue According to Fortune Indonesia**

PT Kereta Api Indonesia (Persero) is listed as one of 19 State-Owned Enterprises (BUMN) included in the list of the 100 largest companies in Indonesia based on company revenue in 2023. In 2023, KAI's revenue was Rp35.106 trillion or an increase of 37.25% compared to 2022 of Rp25.577 trillion.



## Peristiwa Penting Significant Events



03

Selasa, 3 September 2024 / Tuesday, September 3, 2024

### Menhub buka ARCEO's Conference ke-44 di Bandung

Menteri Perhubungan Budi Karya Sumadi bersama CEO PT KAI (Persero) dan Pj Gubernur Jawa Barat Bayu Triadi Machmudin membuka ASEAN Railway CEO Conference ke-44 di Bandung, hari ini, Selasa (3/9) yang menandai dimulainya kegiatan tersebut selama empat hari (2-5 September 2024).

### Minister of Transportation opens 44th ARCEO's Conference in Bandung

Minister of Transportation Budi Karya Sumadi together with CEO of PT KAI (Persero) and Acting Governor of West Java Bayu Triadi Machmudin opened the 44th ASEAN Railway CEO Conference in Bandung, today, Tuesday (9/3), marking the start of the four-day event (September 2-5, 2024).



20

Jumat, 20 September 2024 / Friday, September 20, 2024

### KAI Terpilih sebagai Operator Penyedia Prasarana dan Sarana Terbaik untuk Transportasi Antarkota dalam ajang DTKJ Award 2024

PT Kereta Api Indonesia (Persero) menerima penghargaan sebagai operator penyedia prasarana dan sarana terbaik untuk transportasi antarkota dalam DTKJ Awards 2024. Acara yang bertema "Transportasi Terintegrasi yang Inklusif & Berkelanjutan untuk Jakarta Kota Global".

### KAI Selected as the Best Infrastructure and Facilities Provider Operator for Intercity Transportation in the 2024 DTKJ Awards

PT Kereta Api Indonesia (Persero) received an award as the best infrastructure and facilities provider operator for intercity transportation in the DTKJ 2024 Awards. The event themed "Inclusive & Sustainable Integrated Transportation for Jakarta, a Global City".



28

Sabtu, 28 September 2024 / Saturday, September 28, 2024

### Dukung Pentingnya Employee Well-Being, Dirut KAI Resmikan Rail Kids Daycare

Bertepatan dengan HUT KAI ke-79, Direktur Utama KAI Didiek Hartantyo meresmikan fasilitas Rail Kids Daycare yang bertempat di KAI Feteria lantai dasar Kantor Pusat KAI, Jl. Perintis Kemerdekaan No. 1 Bandung.

### Support the Importance of Employee Well-Being, KAI President Director Inaugurates Rail Kids Daycare

Coinciding with KAI's 79th Anniversary, KAI President Director Didiek Hartantyo inaugurated the Rail Kids Daycare facility located at KAI Feteria on the ground floor of KAI Head Office, Jl. Perintis Kemerdekaan No. 1 Bandung.



30

Senin, 30 September 2024 / Monday, September 30, 2024

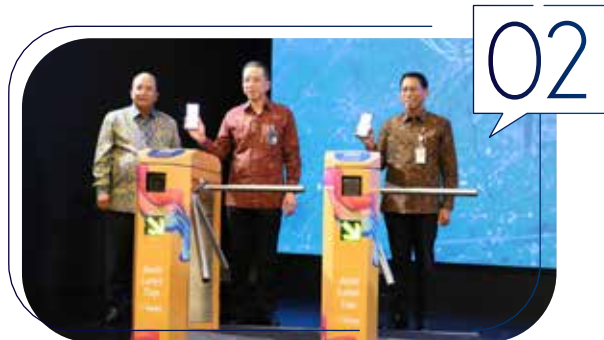
### Perjalanan 79 Tahun KAI, Keselamatan dan Keberlanjutan untuk Bangsa Indonesia

PT Kereta Api Indonesia (Persero) memperingati hari ulang tahunnya yang ke-79 pada 28 September 2024. Pada peringatan HUT kali ini, KAI mengangkat tema "Safety and Sustainability." Tema tersebut melambungkan tekad KAI untuk terus berkomitmen menjaga keselamatan dan mendorong keberlanjutan bisnis yang memperhatikan aspek ESG (Environment, Social, and Governance).

### KAI's 79-Year Journey, Safety and Sustainability for the Indonesian Nation

PT Kereta Api Indonesia (Persero) commemorated its 79th anniversary on September 28, 2024. In this anniversary commemoration, KAI carried the "Safety and Sustainability" theme, symbolizing KAI's determination to continue committing to maintaining safety and encouraging business sustainability that pays attention to ESG (Environment, Social, and Governance) aspects.

## Peristiwa Penting Significant Events



02

Rabu, 2 Oktober 2024 / Wednesday, October 2, 2024

### Transformasi Digital, KAI Group Bersinergi dengan Bank Mandiri Wujudkan Layanan Cashless

PT Kereta Api Indonesia (KAI) Persero berkolaborasi dengan Bank Mandiri untuk meningkatkan layanan kepada masyarakat dengan memperkenalkan program "loyalitas poin" dan integrasi sistem pembayaran digital melalui penerbitan e-money Commuterpay.

### Digital Transformation, KAI Group Collaborates with Bank Mandiri to Realize Cashless Services

PT Kereta Api Indonesia (KAI) Persero collaborated with Bank Mandiri to improve services to the public by introducing a "loyalty points" program and integration of digital payment systems through the issuance of e-money Commuterpay.



02

Rabu, 2 Oktober 2024 / Wednesday, October 2, 2024

### Penganugerahan Rekord Muri Parade Lokomotif

PT Kereta Api Indonesia (Persero) berhasil meraih 2 penghargaan dari Museum Rekord Dunia Indonesia (MURI) pada 2 kegiatan perayaan HUT Ke-79 KAI pada Bulan September 2024 yang lalu. Kedua penghargaan tersebut dicapai pada kegiatan Parade Lokomotif dengan Livery Varian Terbanyak di Wilayah KAI Daop 8 Surabaya dan kegiatan pemasangan bendera merah putih terbanyak di rangkaian gerbong kereta api batubara sepanjang 33 gerbong kontainer batubara di Wilayah KAI Divre III Palembang.

### Locomotive Parade Awarded MURI Record

PT Kereta Api Indonesia (Persero) successfully won 2 awards from the Indonesian World Record Museum (MURI) in 2 celebration activities for KAI's 79th Anniversary in September 2024. The two awards were achieved in the Locomotive Parade with the Most Variant Livery in the KAI Operational Area 8 Surabaya and the activity of installing the most red and white flags on a series of coal train carriages along 33 coal container carriages in the KAI Regional Division III Palembang.



16

Rabu, 16 Oktober 2024 / Wednesday, October 16, 2024

### Mulai Hari Ini! KA Jayabaya Beroperasi dengan Rangkaian Stainless Steel New Generation

Jayabaya relasi Malang-Pasarsenen (pp) resmi menggunakan rangkaian Stainless Steel New Generation mulai Rabu (16/10/2024).

Start Today! Jayabaya Train Operates with New Generation Stainless Steel Trains  
Jayabaya Malang-Pasarsenen (PP) route officially uses New Generation Stainless Steel trains starting Wednesday (10/16/2024).



17

Kamis, 17 Oktober 2024 / Thursday, October 17, 2024

### Komitmen Hadirkan Ruang Aman, KAI Raih Penghargaan Dari Komnas Perempuan

PT Kereta Api Indonesia (Persero) telah menerima penghargaan dari Komnas Perempuan kategori pelopor "Membangun Ruang Aman dari Kekerasan" dalam acara Peringatan 26 Tahun Komnas Perempuan dan Apresiasi Mitra Komnas Perempuan.

### Commitment to Providing Safe Space, KAI Receives Award from National Commission on Violence Against Women

PT Kereta Api Indonesia (Persero) received an award from the National Commission on Violence Against Women in the pioneer category of "Building a Safe Space from Violence" at the 26th Anniversary of the National Commission on Violence Against Women and the National Commission on Violence Against Women Partner Appreciation event.

## Peristiwa Penting Significant Events



21

Senin, 21 Oktober 2024 / Monday, October 21, 2024

### 1.5 Juta Pengguna KRL dan LRT Jabodebek Nikmati Tarif Rp1 Selama Pelantikan Presiden dan Wakil Presiden

KAI berkomitmen menyukseskan pelantikan presiden Republik Indonesia yang berlangsung pada Minggu, (20/10/2024). Salah satu bentuk dukungan tersebut yaitu dengan menerapkan tarif spesial Rp1 pada seluruh perjalanan di lintas Jabodetabek untuk layanan Commuter Line dan LRT Jabodebek.

### 1.5 Million Commuter Line and LRT Jabodebek Users Enjoy Rp1 Fare During the Inauguration of the President and Vice President

KAI is committed to making the inauguration of the President of the Republic of Indonesia a success, which will take place on Sunday, (20/10/2024). One form of support is by implementing a special fare of Rp1 for all trips across Jabodetabek for the Commuter Line and LRT Jabodebek services.



23

Rabu, 23 Oktober 2024 / Wednesday, October 23, 2024

### Dukung Program Sustainability dan Peningkatan Keselamatan serta Keamanan Operasi Kereta Api, KAI Beralih dari Bantalan Rel Kayu ke Sintetis

KAI selalu berkomitmen untuk mendukung keberlanjutan lingkungan melalui pemanfaatan teknologi dalam kinerja operasionalnya. Salah satu langkah nyata yang telah dilakukan adalah penggantian komponen prasarana kereta api khususnya pada konstruksi rel di jembatan baja yang sebelumnya menggunakan bantalan dari bahan kayu menjadi bahan sintetis.

### Support Sustainability Program and Improve Safety and Security of Train Operations, KAI Switches from Wooden to Synthetic Rail Sleepers

KAI is always committed to supporting environmental sustainability through the technology usage in its operational performance. One of the real steps that has been taken is the replacement of railway infrastructure components, especially in the construction of rails on steel bridges that previously used wooden sleepers to synthetic materials.



25

Jumat, 25 Oktober 2024 / Friday, October 25, 2024

### KAI Raih Tiga Penghargaan di IQEF 2024, Komitmen Terus Tingkatkan Inovasi dan Manajemen Mutu

PT Kereta Api Indonesia (Persero) kembali menunjukkan komitmennya terhadap inovasi dan manajemen mutu di ajang Indonesia Quality Excellence Festival (IQEF) 2024. Pada ajang bergengsi tersebut, KAI meraih tiga penghargaan dari tiga kategori yang berbeda. 1) Quality Leadership Award untuk Direktur Utama KAI Didiek Hartantyo. 2) Peringkat Galaxy untuk kategori Innovation Management Award. 3) Peringkat Gold untuk kategori Quality Excellence Exhibition.

### KAI Receives Three Awards at IQEF 2024, Continuously Committed to Improving Innovation and Quality Management

PT Kereta Api Indonesia (Persero) once again demonstrated its commitment to innovation and quality management at the 2024 Indonesia Quality Excellence Festival (IQEF). At the prestigious event, KAI received three awards from three different categories. 1) Quality Leadership Award for KAI President Director Didiek Hartantyo. 2) Galaxy Ranking for the Innovation Management Award category. 3) Gold Ranking for the Quality Excellence Exhibition category.



02

Sabtu, 2 November 2024 / Saturday, November 2, 2024

### Ayo Manfaatkan Diskon Tiket KA di Perhelatan KAI Expo 2024!

Pada KAI Expo 2024 ini, KAI mengalokasikan sekitar 68.418 tiket untuk berbagai perjalanan KA Jarak Jauh luxury, eksekutif, bisnis, dan ekonomi dengan tarif diskon. KA-KA yang mendapatkan tarif promo di antaranya KA Argo Bromo Anggrek (Gambir-Surabaya Pasarturi PP), KA Fajar Utama Yogyakarta (Pasar Senen-Yogyakarta PP), KA Turangga (Bandung-Surabaya Gubeng PP), dan lainnya.

### Let's Take Advantage of Train Ticket Discounts at the 2024 KAI Expo!

At the 2024 KAI Expo, KAI has allocated around 68,418 tickets for various luxury, executive, business, and economy long-distance train trips at discounted rates. The trains that get promo rates include the Argo Bromo Anggrek train (Gambir-Surabaya Pasarturi PP), Fajar Utama Yogyakarta train (Pasar Senen-Yogyakarta PP), Turangga train (Bandung-Surabaya Gubeng PP), and others.



## Peristiwa Penting Significant Events



02

**Sabtu, 2 November 2024 / Saturday, November 2, 2024**

### Kabar Gembira, Kini Hadir KA BIAS Madiun Melayani Masyarakat di Relasi Bandara Adi Soemarmo-Madiun/PP

Perjalanan KA Bandara Internasional Adi Soemarmo (BIAS) diperpanjang sampai Madiun dengan relasi Stasiun Bandara Adi Soemarmo-Madiun/PP. Perjalanan KA BIAS setiap harinya terdiri dari 2 perjalanan KA melayani relasi Bandara Adi Soemarmo-Madiun dan 2 perjalanan KA melayani relasi Madiun - Bandara Adi Soemarmo.

### Good News, Now There is the Madiun BIAS Train Serving the Community on the Adi Soemarmo Airport-Madiun/PP Connection

The Adi Soemarmo International Airport (BIAS) train journey has been extended to Madiun with the Adi Soemarmo Airport Station-Madiun/PP connection. The BIAS train journey every day consists of 2 train trips serving the Adi Soemarmo Airport-Madiun connection and 2 train trips serving the Madiun-Adi Soemarmo Airport connection.



04

**Senin, 4 November 2024 / Monday, November 4, 2024**

### KAI Berhasil Meraih Piala Silver dari Ajang Contact Center Asia Pacific Awards 2024

KAI berhasil meraih piala silver untuk kategori Customer Experience. Dalam ajang Contact Center Asia Pacific (CC APAC) Awards 2024 yang diikuti berbagai negara pada tanggal 23 - 25 Oktober 2024 yang lalu di Singapura. Penghargaan ini melengkapi kesuksesan KAI sebelumnya dalam ajang The Best Contact Center Indonesia (TBCCI) 2024, di mana KAI mendapat gelar juara #5th runner up dengan perolehan 24 medali (8 Platinum, 8 Gold, 6 Silver, dan 2 Bronze) melalui layanan Contact Center 121 (CC121) di tingkat nasional. Berbekal prestasi ini, KAI mendapat kesempatan untuk mewakili Indonesia di tingkat regional Asia Pasifik dan menampilkan inovasi pelayanan pelanggan di ajang CC APAC 2024. KAI berhasil meraih pencapaian tertinggi di antara kontingen yang mewakili Indonesia pada ajang CC APAC 2024.

### KAI Successfully Wins Silver Cup from Contact Center Asia Pacific Awards 2024

KAI successfully won the silver trophy for the Customer Experience category. In the Contact Center Asia Pacific (CC APAC) Awards 2024 event which was attended by various countries on October 23-25, 2024 in Singapore. This award complements KAI's previous success in The Best Contact Center Indonesia (TBCCI) 2024 event, where KAI won the #5th runner up title with 24 medals (8 Platinum, 8 Gold, 6 Silver, and 2 Bronze) through the Contact Center 121 (CC121) service at the national level. Armed with this achievement, KAI had the opportunity to represent Indonesia at the Asia Pacific regional level and showcase customer service innovations at the CC APAC 2024 event. KAI successfully obtained the highest achievement among the contingents representing Indonesia at the CC APAC 2024 event.



09

**Sabtu, 9 November 2024 / Saturday, November 9, 2024**

### Penandatanganan Kontrak IMO, KAI Perkuat Komitmen dalam Menjaga Keandalan Prasarana Kereta Api

KAI telah melaksanakan Penandatanganan Kontrak Kegiatan Perawatan Berkala dan Pengoperasian Prasarana Perkeretaapian Milik Negara (Infrastructure Maintenance and Operation/IMO) dengan Balai Teknik Perkeretaapian Kelas I Jakarta, bertempat di Ruang Rapat Lt. 14 Gedung Karya, Kementerian Perhubungan Republik Indonesia pada Jumat (8/11).

### Sign IMO Contract, KAI Strengthens Commitment in Maintaining Reliability of Railway Infrastructure

KAI has carried out the Signing of the Contract for Periodic Maintenance Activities and Operation of State-Owned Railway Infrastructure (Infrastructure Maintenance and Operation/IMO) with the Class I Jakarta Railway Engineering Center, located in the Meeting Room, 14th Floor, Karya Building, Ministry of Transportation of the Republic of Indonesia on Friday (11/8).



11

**Senin, 11 November 2024 / Monday, November 11, 2024**

### KAI Terus Promosikan Wisata Melalui Kegiatan Traveling by Train

KAI terus menunjukkan komitmennya dalam mendukung pariwisata Indonesia, dengan memfasilitasi mobilisasi masyarakat melalui penyediaan sarana transportasi massal yang aman, nyaman, dan efisien. Salah satu inisiatif yang dijalankan adalah program Traveling by Train, yang hadir kembali pada tahun 2024 dengan tema 'Jejak Renjana Surakarta'.

### KAI Continues to Promote Tourism Through Traveling by Train Activities

KAI continued demonstrating its commitment to supporting Indonesian tourism, by facilitating community mobilization through the provision of safe, comfortable, and efficient mass transportation facilities. One of the initiatives carried out is the Traveling by Train program, which will return in 2024 with the 'Jejak Renjana Surakarta' (Traces of Surakarta's Passion) theme.

## Peristiwa Penting Significant Events



13

Rabu, 13 November 2024 / Wednesday, November 13, 2024

### LRT Jabodebek Terapkan Sistem Cuci Kereta Otomatis dengan Teknologi Canggih dan Ramah Lingkungan

Sejak mulai beroperasi, LRT Jabodebek mengandalkan fasilitas Automatic Train Wash Plant (ATWP), sebuah sistem pencucian kereta otomatis berteknologi tinggi yang tidak hanya cepat dan efisien, tetapi juga ramah lingkungan. ATWP ini beroperasi pada satu jalur khusus di Depo LRT Jabodebek, di mana setiap rangkaian kereta dapat dicuci secara otomatis dengan akurasi dan efisiensi tinggi. Sistem ini dilengkapi sensor kecepatan yang otomatis memulai proses pencucian saat kereta mendekati area dengan kecepatan di bawah 5 km/jam.

### Jabodebek LRT Implements Automatic Train Washing System with Advanced and Environmentally Friendly Technology

Since it began operating, Jabodebek LRT has relied on the Automatic Train Wash Plant (ATWP) facility, a high-tech automatic train washing system that is not only fast and efficient, but also environmentally friendly. The ATWP operates on a special track at the Jabodebek LRT Depot, where each train set can be washed automatically with high accuracy and efficiency. This system is equipped with a speed sensor that automatically starts the washing process when the train approaches an area at a speed below 5 km/h.



15

Jumat, 15 November 2024 / Friday, November 15, 2024

### Jangan Lewatkan! KAI Expo 2024 Hadir di Jakarta dengan Promo Tiket Kereta Mulai Rp79,000

KAI Expo 2024 tahap kedua akan digelar di Assembly Hall Jakarta Convention Center pada tanggal 16 hingga 17 November 2024. Bertemakan "Luxurious Journey, Inspiring the Future", event tahunan ini menawarkan berbagai promo menarik, termasuk diskon tiket kereta api hingga 70%.

### Don't Miss It! KAI Expo 2024 Comes to Jakarta with Train Ticket Promos, Start from Rp79,000

The second phase of KAI Expo 2024 will be held at the Assembly Hall of the Jakarta Convention Center on November 16-17, 2024. With the "Luxurious Journey, Inspiring the Future" theme, this annual event offers various attractive promos, including train ticket discounts of up to 70%.



22

Jumat, 22 November 2024 / Friday, November 22, 2024

### KAI Hadirkan Drinking Water Station di 23 Stasiun untuk Dukungan Pencapaian SDGs

KAI menyediakan drinking water station di 23 stasiun per Juli 2024. Hal tersebut merupakan dukungan KAI untuk mengurangi penggunaan botol plastik sebagai salah satu langkah untuk mencapai net zero emission (NZE).

### KAI Provides Drinking Water Stations at 23 Stations to Support SDG Achievement

KAI provides drinking water stations at 23 stations as of July 2024. This is KAI's support to reduce the use of plastic bottles as one of the steps to achieve net zero emissions (Achievement).



22

Jumat, 22 November 2024 / Friday, November 22, 2024

### KAI Raih Penghargaan Indonesia Most Reputable Companies 2024

KAI meraih penghargaan Indonesia Most Reputable Companies 2024 Kategori BUMN Public Service. Penghargaan ini diberikan dalam acara Conference & Awarding yang diselenggarakan oleh Majalah SWA bekerja sama dengan Business Digest di Hotel Shangri-La, Jakarta pada Selasa (19/11). Acara yang bertajuk "Managing Corporate Reputation in the Digital Age: Experience and Strategy from the Champions" tersebut juga menjadi platform untuk berbagi strategi serta pengalaman para perusahaan dalam membangun reputasi di era digital termasuk KAI.

### KAI Wins Indonesia Most Reputable Companies 2024 Award

KAI received the Indonesia Most Reputable Companies 2024 award in the BUMN Public Service category, awarded at the Conference & Awarding event organized by SWA Magazine in collaboration with Business Digest at the Shangri-La Hotel, Jakarta on Tuesday (11/19). The event entitled "Managing Corporate Reputation in the Digital Age: Experience and Strategy from the Champions" also became a platform for sharing strategies and experiences of companies in building reputations in the digital era, including KAI.

## Peristiwa Penting Significant Events



23

Sabtu, 23 November 2024 / Saturday, November 23, 2024

### KAI Raih Peringkat Emas pada SNI Award 2024

KAI meraih Peringkat Emas pada SNI Award 2024 dalam kategori Organisasi Besar Jasa. Penghargaan ini diserahkan di Jakarta Convention Center (JCC) pada Kamis, 21 November 2024 sebagai bentuk pengakuan atas komitmen KAI dalam menerapkan standar terbaik di industri transportasi. Mengusung tema "Standardisasi untuk Transformasi Ekonomi yang Berkelanjutan," SNI Award 2024 diikuti oleh 251 organisasi dari berbagai sektor. Setelah proses seleksi dan penilaian ketat, hanya 69 organisasi yang dinyatakan layak menerima penghargaan.

### KAI Wins Gold Ranking at SNI Award 2024

KAI received Gold Ranking at SNI Award 2024 in the Large Service Organization category. This award was presented at the Jakarta Convention Center (JCC) on Thursday, November 21, 2024 as a form of recognition of KAI's commitment to implementing the best standards in the transportation industry. Carrying the "Standardization for Sustainable Economic Transformation" theme, SNI Award 2024 was attended by 251 organizations from various sectors. After a strict selection and assessment process, only 69 organizations were declared worthy of receiving the award.



25

Senin, 25 November 2024 / Monday, November 25, 2024

### Solusi Inovatif Menuju Zero Waste, Lewat Program Community Relations KAI Punya TPST Binaan

KAI terus mengambil langkah inovatif untuk mendukung lingkungan bersih dan berkelanjutan. Melalui pengembangan TPST Simpangsari, KAI hadir dengan solusi nyata mengatasi tantangan pengelolaan sampah perkotaan. Tempat Pengolahan Sampah Terpadu (TPST) Simpangsari berlokasi di RW 01, Kelurahan Sukamiskin, Kecamatan Arcamanik, Kota Bandung. Program ini menjadi wujud dukungan KAI kepada masyarakat dalam penanganan sampah perkotaan sekaligus mendorong keberlanjutan.

### Innovative Solutions Towards Zero Waste, KAI Fosters TPST Through Community Relations Program

KAI continues taking innovative steps to support a clean and sustainable environment. Through the development of TPST Simpangsari, KAI is present with a real solution to overcome the challenges of urban waste management. The Simpangsari Integrated Waste Processing Site (TPST) is located in RW 01, Sukamiskin Village, Arcamanik District, Bandung City. This program is a form of KAI's support for the community in handling urban waste while encouraging sustainability.



30

Sabtu, 30 November 2024 / Saturday, November 30, 2024

### KAI dan Dubes Prancis Bahas Kerja Sama Peresmian Plakat Sejarah Arthur Rimbaud

KAI menerima kunjungan resmi dari Duta Besar Prancis untuk Indonesia, Fabian Penone, di Ruang Rapat Jaladara, Jakarta Railway Center pada Jumat (30/11). Pertemuan ini membahas persiapan peresmian plakat Arthur Rimbaud yang akan dilaksanakan pada 5 Desember 2024 di Stasiun Tuntang, Ambarawa, Kabupaten Semarang.

### KAI and French Ambassador Discuss Cooperation on the Inauguration of Arthur Rimbaud's Historical Plaque

KAI received an official visit from the French Ambassador, Fabian Penone, to Indonesia at the Jaladara Meeting Room, Jakarta Railway Center on Friday (11/30). This meeting discussed preparations for the inauguration of the Arthur Rimbaud plaque which will be held on December 5, 2024 at Tuntang Station, Ambarawa, Semarang Regency.



03

Selasa, 3 Desember 2024 / Tuesday, December 3, 2024

### Hari Disabilitas Internasional 2024, KAI Perkuat Komitmen Pelayanan Inklusif

Pada peringatan Hari Disabilitas Internasional yang jatuh pada 3 Desember ini, KAI terus berupaya meningkatkan komitmen untuk memberikan layanan inklusif bagi seluruh pelanggan, termasuk penyandang disabilitas. Salah satu wujud nyata dari komitmen ini adalah pelaksanaan Diklat Pelayanan Disabilitas, yang melibatkan para frontliner KAI, seperti kondektur, prama/prami, customer service, petugas loket, petugas boarding, hingga personel keamanan stasiun.

### International Day of Persons with Disabilities 2024, KAI Strengthens Commitment to Inclusive Services

In commemoration of International Day of Persons with Disabilities which falls on December 3, KAI continues to strive to increase its commitment to provide inclusive services for all customers, including people with disabilities. One concrete manifestation of this commitment is the implementation of Disability Services Training, which involves KAI frontliners, such as conductors, prama/prami, customer service, counter officers, boarding officers, and station security personnel.



## Peristiwa Penting Significant Events



**Rabu, 4 Desember 2024 / Wednesday, December 4, 2024**

### Perjanjian Strategis KAI-BI, Wujudkan Distribusi Barang Berharga Milik Negara (BBMN) yang Aman dan Ramah Lingkungan

PT Kereta Api Indonesia (Persero) dan Bank Indonesia (BI) resmi menandatangani Perjanjian Jasa Pengangkutan Barang Milik Negara (BBMN) di Ballroom Jakarta Railway Center pada Rabu (4/12). Kerja sama ini merupakan langkah strategis untuk mengatur dan menjaga kelancaran sistem pembayaran dan pengelolaan uang rupiah di Negara Kesatuan Republik Indonesia dan meningkatkan efisiensi distribusi BBMN ke berbagai wilayah Indonesia khususnya di Pulau Jawa, bahkan pendistribusian uang ke Pulau Bali dilakukan melalui stasiun KA di Banyuwangi. Kerja sama ini melanjutkan kemitraan strategis yang telah terjalin selama lebih dari sepuluh tahun, sebagai bagian dari upaya mendukung kelancaran sistem pembayaran dan pengelolaan uang rupiah di Indonesia.

### KAI-BI Strategic Agreement, Realize Safe and Environmentally Friendly Distribution of State-Owned Valuable Goods (BBMN)

PT Kereta Api Indonesia (Persero) and Bank Indonesia (BI) officially signed the State-Owned Goods (BBMN) Transportation Service Agreement at the Jakarta Railway Center Ballroom on Wednesday (12/4). This cooperation is a strategic step to regulate and maintain the smooth payment system and management of rupiah currency in the Unitary State of the Republic of Indonesia and increase the efficiency of BBMN distribution to various regions in Indonesia, especially in Java, even the distribution of money to Bali is carried out through the train station in Banyuwangi. This cooperation continues the strategic partnership that has been established for more than ten years, as part of an effort in supporting the smooth payment system and management of rupiah currency in Indonesia.



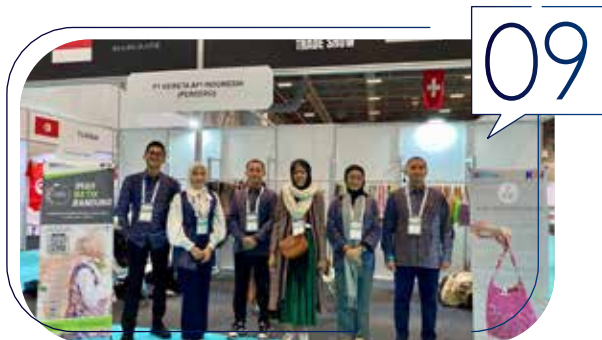
**Jumat, 6 Desember 2024 / Friday, December 6, 2024**

### Inovasi Berbuah Prestasi, Dirut KAI Didiek Hartantyo Raih "Best of The Best Marketeer of The Year 2024"

Direktur Utama KAI Didiek Hartantyo mencatatkan prestasi dengan meraih dua penghargaan bergengsi di bidang pemasaran. Pada ajang Ajang Marketeer of The Year 2024 yang digelar di The Ritz Carlton Pacific Place - Jakarta (5/12), ia mendapatkan dua penghargaan bergengsi yaitu: 1. Direktur Utama KAI Didiek Hartantyo dianugerahi penghargaan Best of The Best Marketeer of The Year 2024.2. Direktur Utama KAI Didiek Hartantyo dianugerahi penghargaan The Best Industry Marketing Champion 2024 for The Transportations Sector.

### Innovation Leads to Achievement, KAI President Director Didiek Hartantyo Wins "Best of The Best Marketeer of The Year 2024"

KAI President Director Didiek Hartantyo recorded an achievement by winning two prestigious awards in the marketing field. At the 2024 Marketeer of The Year event held at The Ritz Carlton Pacific Place - Jakarta (12/5), he received two prestigious awards, namely: 1. KAI President Director Didiek Hartantyo was awarded the Best of The Best Marketeer of The Year 2024 award. 2. KAI President Director Didiek Hartantyo was awarded the Best Industry Marketing Champion 2024 for The Transportations Sector award.



**Senin, 9 Desember 2024 / Monday, December 9, 2024**

### KAI Bawa UMK Mitra Binaan Tampil di Ajang Pameran Internasional di Istanbul, Turki

Acara ini merupakan bagian dari Halal Expo Dunia ke-10 Tahun 2024 di bawah arahan Presiden Republik Turki Recep Tayyip Erdogan yang berlangsung dari 27-30 November 2024. Selain menampilkan Modest Fashion and Art Trade, acara ini juga menampilkan world halal summit untuk mempertemukan pelaku usaha dari berbagai negara untuk memamerkan kreativitas dan inovasi di bidang fashion dan seni. Di tengah hiruk-pikuk Istanbul yang penuh dengan sejarah peradaban budaya, dua Mitra UMK ini hadir dengan membawa semangat khas Indonesia—unik, autentik, dan penuh makna.

### KAI Brings Fostered UMK Partners to Appear at International Exhibition in Istanbul, Turkey

This event is part of the 10th World Halal Expo 2024 under the direction of the President of the Republic of Turkey Recep Tayyip Erdogan which will take place from 27-30 November 2024. In addition to showcasing Modest Fashion and Art Trade, this event also features a world halal summit to bring together business actors from various countries to showcase creativity and innovation in the fields of fashion and art. Amidst the hustle and bustle of Istanbul which is full of the history of cultural civilization, these two UMK Partners are present with a distinctive Indonesian spirit—unique, authentic, and full of meaning.



**Senin, 9 Desember 2024 / Monday, December 9, 2024**

### KAI Raih 14 Penghargaan dalam Kompetisi Inovasi Tingkat Nasional TKMPN XXVIII Tahun 2024

KAI kembali unjuk prestasi dalam kompetisi inovasi Tingkat Nasional melalui ajang Temu Karya Mutu Produktivitas Nasional (TKMPN) XXVIII Tahun 2024 di Bali Nusa Dua Convention Center pada 2-6 Desember 2024. Kegiatan ini diselenggarakan oleh PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI). Pada ajang tersebut, KAI berhasil meraih predikat penghargaan: 4 (empat) Diamond, 5 (lima) Platinum, 3 (tiga) Gold, 1 (satu) Silver, dan 1 (satu) Best Presentation. Seluruh tim KAI berkompetisi dengan 2.300 orang peserta yang terbagi dalam 635 Tim Penyaji mewakili 227 Instansi yang merupakan Perusahaan, Lembaga Pendidikan dan Organisasi.

### KAI Wins 14 Awards in the National Innovation Competition TKMPN XXVIII 2024

KAI once again demonstrated its achievements in the National Innovation Competition through the National Productivity Quality Work Meeting (TKMPN) XXVIII 2024 at the Bali Nusa Dua Convention Center on December 2-6, 2024. This activity was organized by PT Wahana Kendali Mutu (PT WKM) in collaboration with the Indonesian Quality & Productivity Management Association (AMMPI). At the event, KAI won the following awards: 4 (four) Diamonds, 5 (five) Platitudes, 3 (three) Golds, 1 (one) Silver, and 1 (one) Best Presentation. The entire KAI team competed with 2,300 participants divided into 635 Presentation Teams representing 227 Institutions which are Companies, Educational Institutions and Organizations.

## Peristiwa Penting Significant Events



Rabu, 18 Desember 2024 / Wednesday, December 18, 2024

### KAI Kembali Raih Predikat Badan Publik Informatif

KAI kembali menunjukkan komitmennya dalam menerapkan keterbukaan informasi publik dengan meraih predikat Badan Publik Informatif untuk kategori BUMN pada Anugerah Keterbukaan Informasi Publik 2024. Penghargaan ini diberikan oleh Komisi Informasi Pusat RI dalam acara yang berlangsung di Mövenpick Hotel, Jakarta, Selasa (17/12). Ini adalah penghargaan kelima berturut-turut yang diraih KAI sejak tahun 2020. Penilaian dilakukan melalui monitoring evaluasi (monev) yang diikuti oleh 363 badan publik, di mana sebanyak 162 badan publik atau sekitar 44,63% berhasil meraih predikat tertinggi, yaitu "Informatif". Pada kategori BUMN, dari 65 perusahaan yang mengikuti monev, sebanyak 36 perusahaan berhasil mendapatkan predikat "Informatif".

### KAI Wins Informative Public Agency Title Once Again

KAI has once again demonstrated its commitment to implementing public information transparency by winning the Informative Public Agency title for the BUMN category at the Public Information Transparency Award 2024, given by the Indonesian Central Information Commission at an event held at the Mövenpick Hotel, Jakarta, Tuesday (12/17). This is the fifth consecutive award won by KAI since 2020. The assessment was carried out through monitoring and evaluation (monev) which was attended by 363 public agencies, of which 162 public agencies or around 44.63% managed to achieve the highest title, namely "Informative". In the BUMN category, out of 65 companies that participated in the monev, 36 companies managed to get the "Informative" title.



Sabtu, 21 Desember 2024 / Saturday, December 21, 2024

### KAI Terapkan Kebijakan Kereta Khusus Wanita di LRT Jabodebek Sepanjang Jam Operasional pada Hari Kerja

PT Kereta Api Indonesia (Persero) mengambil langkah untuk menyesuaikan kebijakan ini. Mulai tanggal 23 Desember 2024, kereta khusus wanita akan berlaku sepanjang jam operasional LRT Jabodebek pada hari kerja (Senin hingga Jumat, kecuali hari libur nasional). Adapun hari Sabtu, Minggu, dan hari libur nasional, rangkaian kereta akan beroperasi secara normal tanpa pembagian khusus. Langkah ini diambil untuk semakin meningkatkan kenyamanan dan keamanan pengguna wanita dalam menggunakan transportasi umum.

### KAI Implements Women-Only Train Policy on Jabodebek LRT Throughout Operational Hours on Weekdays

PT Kereta Api Indonesia (Persero) is taking steps to adjust this policy. Starting December 23, 2024, women-only trains will apply throughout the Jabodebek LRT's operational hours on weekdays (Monday to Friday, except national holidays). As for Saturdays, Sundays, and national holidays, the trains will operate normally without special divisions. This step was taken to further improve the comfort and safety of female users in using public transportation.



Sabtu, 21 Desember 2024 / Saturday, December 21, 2024

### Upaya Peningkatan Keselamatan, KAI Kembangkan Inovasi Track-Mod dan Smart Rail KAI Luncurkan Track-Mod dan Smart Rail untuk Tingkatkan Keselamatan Prasarana Kereta Api

PT Kereta Api Indonesia (Persero) melalui Direktorat Keselamatan dan Keamanan resmi meluncurkan dua inovasi terbaru dalam pemeliharaan prasarana kereta api, Track-Mod dan Smart Rail. Track-Mod adalah alat ukur geometri jalur yang mampu mengumpulkan data secara real-time dengan validitas tinggi dalam pemeriksaan. Alat ini dirancang khusus untuk memantau dan mengukur parameter geometri jalur kereta api 1.067 mm dengan presisi tinggi. Smart Rail hadir sebagai alat ukur portabel yang dirancang untuk mengukur kondisi jalan rel kereta api berdasarkan parameter goyangan keras. Smart Rail menggunakan sensor pengukuran deteksi tiga sumbu yang terintegrasi dengan aplikasi smartphone Android, sehingga memberikan data yang lebih objektif dan efisien dalam pemeliharaan serta deteksi anomali.

### Safety Improvement Efforts, KAI Develops Track-Mod and Smart Rail Innovations KAI Launches Track-Mod and Smart Rail to Improve Railway Infrastructure Safety

PT Kereta Api Indonesia (Persero) through the Directorate of Safety and Security officially launched two of the latest innovations in railway infrastructure maintenance, Track-Mod and Smart Rail. Track-Mod is a track geometry measuring tool that is capable of collecting data in real-time with high validity in inspections. This tool is specifically designed to monitor and measure 1,067 mm railway track geometry parameters with high precision. Smart Rail is present as a portable measuring tool designed to measure railway track conditions based on hard shaking parameters. Smart Rail uses a three-axis detection measurement sensor integrated with an Android smartphone application, thus providing more objective and efficient data in maintenance and anomaly detection.

## Peristiwa Penting Significant Events



Senin, 23 Desember 2024 / Monday, December 23, 2024

### Peluncuran Fitur *Carbon Footprint* oleh KAI, Solusi Transportasi Efisien dan Ramah Lingkungan

KAI meluncurkan fitur terbaru bernama *Carbon Footprint* yang dapat diakses melalui aplikasi *Access by KAI*. Fitur *Carbon Footprint* merupakan salah satu terobosan penting dalam mendukung efisiensi dan keberlanjutan transportasi di Indonesia. Langkah ini mencerminkan komitmen KAI untuk terus menghadirkan solusi transportasi yang inovatif dan ramah lingkungan.

### Launch of Carbon Footprint Feature by KAI, Efficient and Environmentally Friendly Transportation Solution

KAI launched the latest feature called *Carbon Footprint* which can be accessed through the *Access by KAI* application. The *Carbon Footprint* feature is one of the important breakthroughs in supporting transportation efficiency and sustainability in Indonesia. This step reflects KAI's commitment to continue to present innovative and environmentally friendly transportation solutions.



Jumat, 27 Desember 2024 / Friday, December 27, 2024

### KAI Raih Skor ESG 41, Komitmen dalam Menghadirkan Ekosistem Transportasi Berkelanjutan

Pada 18 Desember 2024, PT KAI raih hasil Rating ESG (*Environmental, Social, Governance*) S&P Global dengan skor 41. Sebagai tahun pertama KAI mengikuti penilaian ini, pencapaian tersebut sangat membanggakan menempatkan KAI dalam posisi yang kompetitif secara global. Dengan skor 41, KAI berhasil masuk dalam 20% teratas sektor Transportasi dan Infrastruktur Transportasi di tingkat global. Ini merupakan langkah awal yang kuat bagi KAI dalam mengintegrasikan prinsip keberlanjutan ke dalam operasional dan tata kelola perusahaan. Skor ini juga mencerminkan dedikasi KAI untuk terus meningkatkan kinerja ESG dan berkontribusi pada target keberlanjutan global secara keseluruhan.

### KAI Achieves ESG Score of 41, Commitment to Presenting a Sustainable Transportation Ecosystem

On December 18, 2024, PT KAI achieved the S&P Global ESG (*Environmental, Social, Governance*) Rating with a score of 41. As the first year KAI has participated in this assessment, this achievement is very proud, placing KAI in a globally competitive position. With a score of 41, KAI has successfully entered the top 20% of the Transportation and Transportation Infrastructure sector globally. This is a strong first step for KAI in integrating sustainability principles into the company's operations and governance. This score also reflects KAI's dedication to continuously improving ESG performance and contributing to overall global sustainability targets.





# Laporan Manajemen

Management Report







# Laporan Direksi

## Board of Directors' Report



### Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Our Esteemed Shareholders and Stakeholders,

Puji syukur ke hadirat Tuhan Yang Maha Esa, atas rahmat dan karunia-Nya, di tahun 2024 KAI berhasil mencatatkan pencapaian kinerja yang membanggakan. Hasil baik ini dikarenakan telah kembalinya minat mobilitas masyarakat yang meningkat. Hal ini menjadi salah satu faktor utama yang memberikan dampak positif terhadap pertumbuhan kinerja Perseroan.

Keberhasilan ini, mencerminkan fokus dan disiplin KAI dalam membangun layanan transportasi perkeretaapian yang nyaman dan aman. KAI akan terus berupaya untuk meningkatkan kinerja, efisiensi dan transformasi digitalisasi sesuai dengan tren global serta melakukan pengembangan pada transportasi berbasis energi terbarukan. Upaya dan inovasi yang dilakukan, berhasil membawa KAI meraih berbagai penghargaan. KAI senantiasa menjadi yang terdepan, unggul, dan inovatif.

Melalui laporan ini, izinkan kami melaporkan kinerja Direksi di sepanjang tahun 2024. Laporan ini sebagai bentuk pertanggungjawaban kepada seluruh pemegang saham dan pemangku kepentingan. Dalam laporan ini memuat tentang kinerja Perusahaan, strategi dan kebijakan strategis Perusahaan, prospek usaha, tantangan yang dihadapi, serta keterlibatan KAI di industri.

## Analisis Makro Ekonomi 2024

### 2024 Macroeconomic Analysis

Kondisi perekonomian global masih diambang ketidakpastian. Perlambatan pertumbuhan ekonomi di negara-negara maju hanya mampu tumbuh sebesar 1,8% pada tahun 2024. Kondisi ini juga diperburuk dengan kondisi pasar negara berkembang yang juga stagnan di angka 4,2%. Menurut International Monetary Fund (IMF) dalam laporan World Economic Outlook (WEO), di tahun 2024 pertumbuhan ekonomi global hanya mencapai 3,2%, atau tumbuh 0,1% dari tahun sebelumnya sebesar 3,1%.

We express our praise and gratitude to Almighty God, for His blessings enabled KAI to record an exceptional performance achievement in 2024. The return of increasing interest in public mobility yields this good result, which becomes one of the main factors that positively impact the Company's performance growth.

This success reflects KAI's focus and discipline in building comfortable and safe railway transportation services. KAI continues striving to improve performance, efficiency, and digital transformation in accordance with global trends and develop renewable energy-based transportation. The efforts and innovations carried out have successfully brought various awards for KAI, making KAI always at the forefront, superior, and innovative.

Allow us to disclose the performance of the Board of Directors in 2024 through this report, which is a form of accountability to all shareholders and stakeholders, as well as contains the Company's performance, the Company's strategic strategies and policies, business prospects, challenges faced, and KAI's involvement in the industry.

The global economic condition is still on the verge of uncertainty. The slowdown in economic growth in developed countries was only able to grow by 1.8% in 2024, which was also exacerbated by the condition of emerging markets stagnating at 4.2%. According to the International Monetary Fund (IMF) in the World Economic Outlook (WEO) report, global economic growth only reached 3.2% in 2024, or an increase of 0.1% from the previous year of 3.1%.



Laporan Direksi  
*Board of Directors' Report*



**DIDIEK HARTANTYO**

**Direktur Utama**  
President Director



Pelemahan ekonomi yang terjadi dipengaruhi oleh ketidakstabilan politik di beberapa negara Eropa dan berdampak hingga ke Asia. Hal ini mengakibatkan terjadinya ketidakseimbangan pada pasar global dan menambah kompleksitas terkait kebijakan fiskal dan moneter di beberapa negara. Selain itu, ketegangan geopolitik yang terjadi di kawasan Timur Tengah juga menjadi faktor pelemahan pada perekonomian global.

Meskipun perekonomian global masih dalam fase melemah, namun tidak demikian untuk perekonomian nasional yang mampu bertahan dengan stabil. Kami bersyukur bahwa perekonomian Indonesia berhasil tumbuh stabil dan solid sebesar 5,03% di tahun 2024. Menurut Kementerian Keuangan Republik Indonesia, pertumbuhan ini didorong oleh peningkatan sektor investasi dan manufaktur, serta permintaan dalam negeri yang membaik. Selain itu, Kementerian Koordinator Bidang Perekonomian Republik Indonesia melaporkan bahwa pemerintah bersama Bank Indonesia mampu berhasil menekan laju inflasi dan nilai tukar yang mencapai target inflasi sebesar 1,57% (YoY) dengan BI Rate 6,00%. Keberhasilan ini adalah hasil baik dari penerapan kebijakan yang konsisten, serta sinergi yang efektif dari tingkat pusat hingga daerah.

Lebih lanjut, berdasarkan data Badan Pusat Statistik (BPS) mencatat bahwa Produk Domestik Bruto (PDB) Indonesia mencapai Rp22.139,0 triliun dengan PDB per kapita mencapai Rp78,6 juta atau USD4.960,3 di tahun 2024. Kondisi ekonomi yang stabil dihasilkan dari kontribusi lapangan usaha yang terjaga. Dalam hal produksi, sektor yang memberikan kontribusi terbesar adalah Lapangan Usaha Jasa lainnya yang mencapai 9,80%. Sementara itu, dari perspektif pengeluaran, kontribusi tertinggi berasal dari Pengeluaran Konsumsi Lembaga Nonprofit yang Melayani Rumah Tangga (PK-LNPRT), yang mencapai 12,48%. Sedangkan sektor transportasi dan pergudangan yang merupakan sektor industri bisnis Perusahaan, menyumbang sebesar 8,69% terhadap PDB yang tercatat.

Secara spasial, kontribusi Produk Domestik Regional Bruto (PDRB), Pulau Jawa mencatatkan kontribusi terbesar sebesar 57,02% dengan tingkat pertumbuhan mencapai 4,92%. Pulau Sumatera dengan kontribusi sebesar 22,12% dengan tingkat pertumbuhan mencapai 4,45%, Pulau Kalimantan dengan kontribusi sebesar 8,24% dengan tingkat pertumbuhan mencapai 5,52%, Pulau Sulawesi dengan kontribusi sebesar

The occurring economic downturn was influenced by political instability in several European countries and had an impact on Asia, resulting in an imbalance in the global market and added complexity related to fiscal and monetary policies in several countries. In addition, geopolitical tensions in the Middle East region were a factor in the weakening of the global economy.

Although the global economy is still in a weakening phase, this is not the case for the national economy which has been able to survive stably. We are grateful that the Indonesian economy has managed to grow steadily and solidly by 5.03% in 2024. According to the Ministry of Finance of the Republic of Indonesia, this growth was driven by an increase in the investment and manufacturing sectors, as well as improving domestic demand. In addition, the Coordinating Ministry for Economic Affairs of the Republic of Indonesia reported that the government together with Bank Indonesia managed to successfully suppress both the inflation and the exchange rates which reached the inflation target of 1.57% (YoY) with a BI Rate of 6.00%. This success is a good result of consistent policy implementation, as well as effective synergy from the central to regional levels.

Furthermore, based on data from Statistics Indonesia (BPS), Indonesia's Gross Domestic Product (GDP) reached Rp22,139.0 trillion with GDP per capita reaching Rp78.6 million or USD4,960.3 in 2024. The maintained business sector contributed to stable economic conditions. In terms of production, the sector providing the largest contribution was the Other Service Business Field which reached 9.80%. Meanwhile, from an expenditure perspective, the highest contribution originated from the Consumption Expenditure of Non-Profit Institutions Serving Households (PK-LNPRT), which reached 12.48%. On the other hand, the Company's business industry sector, transportation and warehousing, contributed 8.69% to the recorded GDP.

Spatially, the Gross Regional Domestic Product (GRDP) contribution, Java Island recorded the largest contribution of 57.02% with a growth rate of 4.92%. Sumatra Island contributed 22.12% with a growth rate of 4.45%, Kalimantan Island contributed 8.24% with a growth rate of 5.52%, Sulawesi Island contributed 7.12% with a growth rate of 6.18%, Bali and Nusa Tenggara Island contributed 2.81% with a growth rate of

7,12% dengan tingkat pertumbuhan mencapai 6,18%, Pulau Bali dan Nusa Tenggara dengan kontribusi sebesar 2,81% dengan tingkat pertumbuhan mencapai 5,04% dan Pulau Maluku dan Papua dengan kontribusi sebesar 2,69% dengan tingkat pertumbuhan mencapai 7,81%.

Berdasarkan sektor industri, sektor transportasi perkeretaapian di Indonesia di tahun 2024 menunjukkan dinamika yang signifikan pada tahun 2024. Dalam perkembangannya, Pemerintah tengah melakukan pengembangan infrastruktur, mempercepat inovasi teknologi, dan meningkatkan mutu layanan terintegrasi. Upaya tersebut sejalan dengan visi Indonesia Maju dan Perseroan untuk tumbuh secara berkelanjutan di masa mendatang.

## Tinjauan Industri Usaha

### *Business Industry Review*

Peningkatan infrastruktur dan investasi sektor industri perkeretaapian di Indonesia tercermin melalui proyek-proyek strategis seperti Kereta Cepat Jakarta-Bandung (*Whoosh*). Proyek tersebut menjadi sebuah bentuk komitmen Pemerintah terhadap perkembangan dan pertumbuhan transportasi tanah air yang lebih *modern*. Melalui *Whoosh*, Indonesia memiliki transportasi dengan kecepatan yang tinggi, jauh lebih efektif dan efisiensi waktu.

Selain itu, KAI dalam mempercepat layanan melakukan inovasi teknologi melalui peningkatan sistem pembelian tiket dan penyediaan *wifi* di kereta. Lebih lanjut, KAI terus memperkuat komitmennya dalam menghadirkan moda transportasi ramah lingkungan dengan mendukung upaya penurunan jejak karbon (*carbon footprint*) melalui inovasi berkelanjutan. Salah satu langkah konkretnya adalah menyediakan fitur perhitungan emisi karbon pada tiket penumpang.

Sedangkan dalam peningkatan mutu layanan, KAI berhasil memberikan kepercayaan penuh dengan layanan terbaik kepada pelanggan. Upaya ini dilakukan agar mempermudah mobilitas masyarakat untuk mendapatkan transportasi yang andal dan berkualitas. KAI berharap dapat terus “Menggerakkan transportasi berkelanjutan, meningkatkan kualitas hidup masyarakat” di masa mendatang.

5.04% and Maluku and Papua Island contributed 2.69% with a growth rate of 7.81%.

Based on the industrial sector, the railway transportation sector in Indonesia showed significant dynamics in 2024. In its development, the Government is developing infrastructure, accelerating technological innovation, and improving the quality of integrated services. These efforts are in line with the vision of Advanced Indonesia and the Company to grow sustainably in the future.

The improvement of infrastructure and investment in the railway industry sector in Indonesia is reflected through strategic projects such as the Jakarta-Bandung High-Speed Railway (*Whoosh*). The project is a form of the Government's commitment to the development and growth of more modern domestic transportation. Indonesia has high-speed transportation through *Whoosh*, which is much more effective and time-efficient.

In addition, KAI is innovating technology to accelerate services by improving the ticket purchase system and providing Wi-Fi on trains. Furthermore, KAI continues to strengthen its commitment to presenting environmentally friendly modes of transportation by supporting efforts to reduce carbon footprints through sustainable innovation. One concrete step is to provide a carbon emission calculation feature on passenger tickets.

Meanwhile, KAI has succeeded in providing full trust with the best service to customers in an effort to improve service quality. This effort is made to facilitate public mobility to obtain reliable and quality transportation. KAI hopes to continue to “Move sustainable transportation, improve people's quality of life” in the future.



Dari Badan Pusat Statistik (BPS), informasi Jumlah Penumpang Kereta Api selama 3 (tiga) tahun terakhir adalah sebagai berikut:

From Statistics Indonesia (BPS), information on the Number of Railway Passengers for the last 3 (three) years is as follows:

**Jumlah Penumpang Kereta Api**

(dalam ribu orang)

**Number of Railway Passengers**

(in thousands of people)

| Kereta Api /<br>Railway                                                        | 2022           | 2023           | 2024           | Pertumbuhan<br>2023-2024<br>/ 2023-2024<br>Growth |
|--------------------------------------------------------------------------------|----------------|----------------|----------------|---------------------------------------------------|
| Jabodetabek                                                                    | 217.965        | 290.891        | 328.154        | 12,81%                                            |
| Non Jabodetabek (Jawa) / Non-Jabodetabek (Java)                                | 54.454         | 73.946         | 89.665         | 21,26%                                            |
| Jawa (Jabodetabek + Non Jabodetabek) /<br>Java (Jabodetabek + Non-Jabodetabek) | 272.419        | 364.837        | 417.819        | 14,52%                                            |
| Sumatera                                                                       | 4.696          | 6.701          | 6.262          | (6,55%)                                           |
| Kereta Bandara / Airport Trains                                                | -              | -              | 7.977          | 100,00%                                           |
| MRT / Mass Rapid Transit                                                       | -              | -              | 39.910         | 100,00%                                           |
| LRT / Light Rail Transit                                                       | -              | -              | 26.620         | 100,00%                                           |
| Kereta cepat / High-speed railway (Whoosh)                                     | -              | -              | 6.056          | 100,00%                                           |
| <b>Total</b>                                                                   | <b>277.115</b> | <b>371.538</b> | <b>504.644</b> | <b>35,83%</b>                                     |

Sumber: BPS – PT Kereta Api Indonesia, PT. KAI Commuter Jabodetabek, dan Dinas Perhubungan Provinsi DKI Jakarta. / Source: BPS – PT Kereta Api Indonesia, PT. KAI Commuter Jabodetabek, and the DKI Jakarta Provincial Transportation Agency.

## Analisis Atas Kinerja Perusahaan

*Analysis of Company Performance*

### KINERJA KEUANGAN

Di tahun 2024, KAI berhasil mencatatkan pencapaian yang membanggakan dari berbagai aspek. KAI mencatatkan realisasi pendapatan sejumlah Rp36,11 triliun, mengalami peningkatan sebesar 29% dari tahun 2023 sejumlah Rp35,11 triliun. Peningkatan pendapatan diperoleh dari pendapatan angkutan dan usaha lainnya sebesar 29,40%. Pendapatan tahun 2024 berasal dari pendapatan angkutan penumpang terealisasi sebesar Rp11,92 triliun atau 109,2% terhadap anggaran sebesar Rp10,91 triliun dan pendapatan angkutan barang terealisasi sebesar Rp12,80 triliun atau 98,4% terhadap anggarannya sebesar Rp13,01 triliun. Lebih lanjut, Perusahaan mencatatkan laba usaha sejumlah Rp7,60 triliun, mengalami peningkatan sebesar 96,89% jika dibandingkan dari tahun sebelumnya sebesar Rp3,86 triliun. Dengan demikian, Perusahaan mencatatkan laba tahun berjalan sejumlah Rp2,22 triliun, meningkat sebesar 18,76% jika dibandingkan dengan tahun sebelumnya sejumlah Rp1,87 triliun. Perubahan ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

### FINANCIAL PERFORMANCE

KAI managed to record commendable achievements from various aspects in 2024. KAI recorded revenues realization of Rp36.11 trillion, an increase of 29% from 2023 of Rp35.11 trillion. The increase was obtained from transportation and other operating revenues of 29.40%. Revenue in 2024 came from passenger transportation revenue realized of Rp11.92 trillion or 109.2% of the budget of Rp10.91 trillion and freight transportation revenue realized of Rp12.80 trillion or 98.4% of its budget of Rp13.01 trillion. Furthermore, the Company recorded an operating profit of Rp7.60 trillion, an increase of 96.89% compared to the previous year of Rp3.86 trillion. Thus, the Company recorded a income for the year of Rp2.22 trillion, an increase of 18.76% compared to the previous year of Rp1.87 trillion. This change was due to the increase in the Company's revenue in 2024.

Kemudian, KAI mencatatkan jumlah aset hingga akhir tahun 2024 mencapai Rp97,10 triliun, mengalami peningkatan sebesar 19,32% atau sejumlah Rp15,72 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp81,37 triliun. Peningkatan nilai aset Perusahaan disebabkan oleh meningkatnya nilai aset lancar dan aset tidak lancar. Perusahaan mencatatkan nilai aset lancar sejumlah Rp16,83 triliun, mengalami peningkatan sebesar 29,19% atau sejumlah Rp3,80 triliun jika dibandingkan dengan perolehan aset lancar dari tahun sebelumnya sebesar Rp13,02 triliun dan aset tidak lancar sejumlah Rp80,27 triliun. Jumlah ini meningkat sebesar 17,44% atau sejumlah Rp11,92 triliun dari tahun sebelumnya sebesar Rp68,35 triliun.

KA mencatatkan nilai liabilitas sejumlah Rp61,77 triliun, mengalami kenaikan sebesar 22,40% atau sejumlah Rp11,31 triliun jika dibandingkan pada periode tahun 2023 sejumlah Rp50,47 triliun. Perubahan ini disebabkan oleh meningkatnya nilai liabilitas jangka panjang sebesar 38,96%. Kemudian untuk ekuitas sejumlah Rp35,32 triliun, mengalami peningkatan sebesar 14,30% atau sejumlah Rp4,42 triliun dari tahun sebelumnya sejumlah Rp30,91 triliun.

KAI's total assets by the end of 2024 reached Rp97.10 trillion, an increase of 19.32% or Rp15.72 trillion compared to the realization in 2023 of Rp81.37 trillion. The increase was due to the increase in current assets and non-current assets. The Company's current assets were recorded at Rp16.83 trillion, an increase of 29.19% or Rp3.80 trillion compared to current assets from the previous year of Rp13.02 trillion and non-current assets of Rp80.27 trillion. This amount increased by 17.44% or Rp11.92 trillion from the previous year of Rp68.35 trillion.

KAI's liabilities were posted at Rp61.77 trillion, an increase of 22.40% or Rp11.31 trillion compared to the 2023 period of Rp50.47 trillion. This change was due to an increase in the value of non-current liabilities by 38.96%. Equity was registered at Rp35.32 trillion, an increase of 14.30% or Rp4.42 trillion from the previous year of Rp30.91 trillion.

#### Pencapaian Target PT KAI (Persero) 2024

Pada tahun 2024, kami telah menetapkan target dengan realisasi dan pencapaian sebagai berikut:

#### Achievement of PT KAI (Persero) 2024 Targets

In 2024, we have set targets with the following realizations and achievements:

| Kinerja Keuangan /<br>Financial Performance | Realisasi yang<br>Dihasilkan / Resulting<br>Realization | Target yang Ditetapkan<br>/ Set Targets<br>(%) | Pencapaian yang Dicatatkan /<br>Recorded Achievements<br>(%) |
|---------------------------------------------|---------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------|
| Pendapatan / Revenue                        | 36.108.216.958                                          | 33.162.218.147                                 | 108,88                                                       |
| Laba Tahun Berjalan / Income for the Year   | 2.222.582.760                                           | 1.215.817.390                                  | 182,81                                                       |
| Aset / Assets                               | 97.099.125.872                                          | 94.949.541.567                                 | 102,26                                                       |
| Liabilitas / Liabilities                    | 61.774.463.399                                          | 59.739.409.558                                 | 103,41                                                       |
| Ekuitas / Equity                            | 35.324.662.473                                          | 35.210.132.009                                 | 100,33                                                       |

#### REALISASI PROGRES INVESTASI TAHUN 2024

Progres investasi terealisasi sebesar Rp11,07 triliun atau 68,9% terhadap anggaran tahun 2024 sebesar Rp16,07 triliun.

#### REALIZATION OF INVESTMENT PROGRESS IN 2024

The realization of investment progress was Rp11.07 trillion or 68.9% of the 2024 budget of Rp16.07 trillion.

#### KINERJA OPERASIONAL

Dari sektor operasional, kami melakukan sejumlah peningkatan pada aspek kenyamanan dan keamanan pelanggan. Di tahun 2024, KAI telah mengimplementasikan inovasi teknologi dengan menghadirkan sistem pembelian tiket melalui Access by KAI. KAI juga melakukan perbaikan terhadap substansial berupa peremajaan rel kereta api dan

#### OPERATIONAL PERFORMANCE

From the operational sector, we have made several improvements to the aspects of customer comfort and safety. KAI implemented technological innovation in 2024 by presenting a ticket-purchasing system through Access by KAI. KAI has also made substantial improvements in the form of rejuvenating railway tracks and improving punctuality

meningkatkan layanan ketepatan waktu. Selain itu, KAI menghadirkan inovasi berkelanjutan berupa penurunan jejak karbon (*carbon footprint*) yaitu fitur perhitungan emisi karbon pada tiket penumpang. Upaya ini dilakukan untuk meningkatkan kepercayaan masyarakat yang lebih tinggi kepada Perseroan.

Total Pendapatan terdiri dari Pendapatan Angkutan Penumpang, Angkutan Barang, Pendukung Angkutan, Non angkutan dan Kompensasi Pemerintah tahun 2024, pendapatan terealisasi sebesar Rp35,93 triliun atau 108,3% dari anggaran Rp33,16 triliun.

Di tahun 2024, kinerja operasional adalah sebagai berikut:

**1. Angkutan Penumpang**

Realisasi pendapatan Angkutan Penumpang sebesar Rp11,92 triliun atau 109,2% dari anggarannya sebesar Rp10,91 triliun dan volume penumpang tercapai 453.343.189 orang atau 103,0% dari anggarannya sebesar 440.119.526 orang.

- a. KA Utama Kelas Eksekutif realisasi pendapatan sebesar Rp5,19 triliun atau 106,4% dari anggarannya sebesar Rp4,88 triliun dan volume penumpang terealisasi 18.923.496 orang atau 101,1% dari anggarannya sebesar 18.713.274 orang.
- b. KA Utama Kelas Bisnis realisasi pendapatan sebesar Rp336,96 miliar atau 104,0% dari anggarannya sebesar Rp324,12 miliar dan volume penumpang terealisasi 1.804.265 orang atau 104,9% dari anggaran 1.719.635 orang.
- c. KA Utama Kelas Ekonomi realisasi pendapatan sebesar Rp4,33 triliun atau 118,2% dari anggarannya sebesar Rp3,66 triliun dan volume penumpang tercapai 30.524.135 orang atau 107,9% dari anggarannya 28.286.026 orang.
- d. KA Lokal Ekonomi realisasi pendapatan sebesar Rp2,06 triliun atau 100,8% dari anggaran Rp2,05 triliun dan volume penumpang tercapai 402.091.293 orang atau 102,7% dari anggaran 391.400.591 orang.

Hal-hal yang telah dilakukan dalam rangka meningkatkan pendapatan angkutan penumpang tahun 2024 terdiri dari:

- a. Strategi tarif pada masa angkutan Lebaran, Libur Idul Adha, liburan sekolah, angkutan Natal 2024 dan Tahun Baru 2025, serta pada masa *peak season* lainnya;
- b. Penyesuaian alokasi *subclass* TD;
- c. Optimalisasi stamformasi dan frekuensi KA pada *peak season*;

services. Additionally, KAI presents sustainable innovation in the form of reducing the carbon footprint, namely the carbon emission calculation feature on passenger tickets, in order to increase public trust in the Company.

Total Revenues consisting of Passenger Transportation Revenue, Goods Transportation, Transportation Support, Non-Transportation and Government Compensation in 2024 were realized at Rp35.93 trillion or 108.3% of the budget of Rp33.16 trillion.

Operational performance in 2024 is as follows:

**1. Passenger Transportation**

Realization of Passenger Transportation revenue was Rp11.92 trillion or 109.2% of its budget of Rp10.91 trillion and passenger volume reached 453,343,189 people or 103.0% of its budget of 440,119,526 people.

- a. Executive Class Main Train Revenue realization was Rp5.19 trillion or 106.4% of its budget of Rp4.88 trillion and passenger volume was realized at 18,923,496 people or 101.1% of its budget of 18,713,274 people.
- b. Business Class Main Train Revenue realization was Rp336.96 billion or 104.0% of its budget of Rp324.12 billion and passenger volume was realized at 1,804,265 people or 104.9% of its budget of 1,719,635 people.
- c. Economy Class Main Train Revenue realization was Rp4.33 trillion or 118.2% of its budget of Rp3.66 trillion and passenger volume was realized 30,524,135 people or 107.9% of its budget of 28,286,026 people.
- d. Local Economy Train Revenue realization was Rp2.06 trillion or 100.8% of the budget of Rp2.05 trillion and passenger volume reached 402,091,293 people or 102.7% of the budget of 391,400,591 people.

PT KAI implemented several strategic measures to boost passenger transportation revenue throughout 2024, including:

- a. Tariff strategy during the Lebaran transportation period, Eid al-Adha holidays, school holidays, Christmas transportation 2024 and New Year 2025, and during other peak seasons;
- b. Adjustment of TD subclass allocation;
- c. Optimization of train formation and frequency during peak season;



- d. Perjalanan KA tambahan pada saat *peak season* menyesuaikan dengan demand;
- e. Kegiatan promosi;
- f. *Reclass, rerouting* dan perjalanan kereta KA tambahan dengan melakukan penambahan;
- g. Rerouting 14 KA Argo Parahyangan menjadi KA baru untuk rute-rute potensial menjadi KA baru mulai 24 Januari 2024;
- h. Perpanjangan relasi KA Blambangan Ekspres sampai dengan stasiun Pasar Denen per 25 Juli 2024;
- i. Perpanjangan relasi KA Bandara BIAS semula relasi Klaten - Stasiun Bandara Adi Soemarmo menjadi Stasiun Bandara Adi Soemarmo - Madiun per 10 Desember 2024;
- j. Melakukan Investasi di bidang Sarana dan Prasarana.

Lebih lanjut, KAI mencatatkan *On-Time Performance* (OTP) kereta api penumpang yang tinggi. Perolehan ini mencapai rekor OTP sebagai yang tertinggi selama 5 tahun terakhir. Upaya ini menjadi buah keberhasilan KAI untuk terus memberikan layanan yang berkualitas dengan ketepatan waktu keberangkatan dan kedatangan. Catatan OTP kereta api penumpang selama lima tahun terakhir adalah sebagai berikut:

| Tahun / Year | Keberangkatan / Departure (%) | Kedatangan / Arrival (%) |
|--------------|-------------------------------|--------------------------|
| <b>2024</b>  | <b>99,77%</b>                 | <b>96,05%</b>            |
| 2023         | 96,05%                        | 93,98%                   |
| 2022         | 99,71%                        | 93,42%                   |
| 2021         | 99,71%                        | 92,68%                   |
| 2020         | 99,54%                        | 93,11%                   |

Pencapaian ini mencerminkan posisi bisnis KAI yang terus tumbuh dan berkembang serta mengalami peningkatan secara berkelanjutan. PT KAI (Persero) berkomitmen untuk selalu meningkatkan ketepatan waktu perjalanan melalui optimalisasi sistem operasional, pemeliharaan prasarana dan sarana, serta pelatihan sumber daya manusia yang sesuai dengan kebutuhan bisnis Perusahaan.

Dalam hal frekuensi perjalanan kereta api penumpang, KAI menunjukkan tren peningkatan yang konsisten dalam kurun waktu 5 tahun terakhir. Upaya ini dilakukan KAI untuk senantiasa memenuhi permintaan masyarakat terhadap moda transportasi kereta api yang semakin baik. Berikut ini merupakan catatan perjalanan kereta api angkutan penumpang selama 5 tahun terakhir:

- d. Additional train trips during peak season according to demand;
- e. Promotional activities;
- f. *Reclass, rerouting*, and additional train trips by making additions;
- g. Rerouting 14 Argo Parahyangan trains into new trains for potential routes into new trains starting January 24, 2024;
- h. Extension of the Blambangan Ekspres train route to Pasar Senen station as of July 25, 2024;
- i. Extension of the BIAS Airport Train relationship, originally from Klaten - Adi Soemarmo Airport Station to Adi Soemarmo Airport Station - Madiun as of December 10, 2024;
- j. Making Investments in Facilities and Infrastructure:

Furthermore, KAI recorded high *On-Time Performance* (OTP) for passenger trains. This achievement reached the highest OTP record in the last 5 years. This effort is the result of KAI's success in continuing to provide quality services with punctuality in departure and arrival. Passenger train OTP records for the past five years are as follows:

This achievement reflects KAI's business position which continues to grow and develop, as well as experience constant improvement. PT KAI (Persero) is committed to always improving travel punctuality through optimizing operational systems, maintaining infrastructure and facilities, and training human resources in accordance with the Company's business needs.

In terms of passenger train travel frequency, KAI has shown a consistent increasing trend over the last 5 years. This effort is made by KAI to always meet public demand for better rail transportation modes. The following is a record of passenger train travel over the past 5 years:

| Tahun / Year | Perjalanan / Travel |
|--------------|---------------------|
| 2024         | 768.990             |
| 2023         | 677.154             |
| 2022         | 608.761             |
| 2021         | 467.676             |
| 2020         | 475.942             |

## 2. Angkutan Barang

Di tahun 2024, kinerja angkutan barang menunjukkan pertumbuhan yang baik. KAI berhasil memberikan efisiensi terhadap biaya yang perlu dikeluarkan, hal ini meningkatkan minat masyarakat dalam penggunaan layanan angkutan barang. Selain itu, kapasitas gerbong yang dimiliki dapat mengangkut sekitar 50 ton barang atau setara dengan 2 truk kontainer. Kapasitas angkut ini juga menjadi faktor lainnya yang dinilai penting karena angkutan barang memerlukan kapasitas yang besar.

Sepanjang tahun 2024, realisasi pendapatan angkutan barang sebesar Rp12,80 triliun atau 98,4% dari anggarannya sebesar Rp13,01 triliun dan volume barang tercapai 69.201.670 ton atau 101,3% dari anggarannya 68.319.148 ton.

## KINERJA PELAYANAN DAN KESELAMATAN

### 1. Waktu Peredaran Gerbong (WPG)

Realisasi waktu peredaran gerbong rata-rata 1,44 hari atau 71,8% terhadap toleransi yaitu 2,01 hari. Fakta di bawah toleransi menandakan kinerja operasi baik hal ini dikarenakan terpenuhinya gerbong SO untuk memenuhi stamformasi KA barang atas permintaan *customer*, berkurangnya kelambatan KA barang, serta memaksimalkan penggunaan gerbong SO, dan program WPG 2024.

### 2. Lokomotif Mogok

Realisasi frekuensi lokomotif mogok tahun 2024 terdapat 218 kejadian atau 42,8% terhadap normal kendalinya (toleransi) sebanyak 509 kejadian. Realisasi lokomotif mogok di bawah toleransi. Kategori gangguan yang terjadi pada lokomotif selama tahun 2024 yaitu sistem kontrol listrik (L) 74 kali, motor diesel (MD) 61 kali, traksi motor (TM) 31 kali, sistem udara tekan (SUT) 18 kali, main generator (MG) 14 kali, *Governor* (GOV) sebanyak 9 kali, mekanik bawah (MB) 7 kali, dan mekanik atas (MA) 4 kali. Fakta di bawah toleransi menunjukkan kinerja yang lebih baik, disebabkan karena peningkatan frekuensi perawatan

## 2. Freight Transport

In 2024, the freight transport displayed good growth. KAI has succeeded in providing efficiency in terms of necessary incurred costs, increasing public interest in using freight transport services. In addition, the capacity of carriages owned can transport around 50 tons of goods or the equivalent of 2 container trucks. This transport capacity is also another factor deemed important due to the large capacity required in freight transport.

Throughout 2024, the realization of freight transportation revenue was Rp12.80 trillion or 98.4% of the budget of Rp13.01 trillion and the volume of goods reached 69,201,670 tons or 101.3% of the budget of 68,319,148 tons.

## SERVICE AND SAFETY PERFORMANCE

### 1. Wagon Turnaround Time (WTT)

The average wagon turnaround time realization was 1.44 days or 71.8% against the tolerance of 2.01 days. The fact that it was below tolerance indicates good operational performance due to the availability of SO wagons to meet freight train formation requests from customers, reduced freight train delays, maximized utilization of SO wagons, and implementation of the 2024 WTT program.

### 2. Locomotive Breakdowns

In 2024, there were 218 locomotive breakdown incidents or 42.8% against the control limit (tolerance) of 509 incidents. The breakdown occurrences were below tolerance. The categories of locomotive failures during 2024 were: electrical control system (L) 74 times, diesel engine (MD) 61 times, traction motor (TM) 31 times, compressed air system (SUT) 18 times, main generator (MG) 14 times, governor (GOV) 9 times, undercarriage mechanical (MB) 7 times, and superstructure mechanical (MA) 4 times. The below-tolerance performance shows improved results, caused by increased frequency of

lokomotif yang dilakukan secara berkala dan optimal serta adanya kontrak kerjasama *spare part* perawatan sarana dengan pabrik.

### 3. Kecelakaan KA

Selama periode tahun 2024 terjadi 5 kali kejadian kecelakaan KA yang terdiri dari: Daop 1 Jakarta 1 kejadian, Daop 2 Bandung 2 kejadian, Daop 8 Surabaya 1 kejadian, dan Divre I Sumatera Utara 1 kejadian. Manajemen senantiasa melakukan evaluasi penyebab kecelakaan tersebut dan memastikan kejadian tersebut tidak terjadi lagi melalui koordinasi dengan pihak eksternal, memastikan budaya keselamatan telah dipahami dan diterapkan oleh seluruh Insan KAI, serta mengimplementasikan sistem manajemen keselamatan perkeretaapian.

#### Rata-rata Kelambatan KA

##### a) KA Penumpang

KA penumpang berangkat mengalami kelambatan 0,09 menit dari toleransi 0,30 menit, dan KA penumpang datang lebih cepat 3,54 menit dari toleransi kelambatan 2,00 menit. Realisasi kelambatan KA penumpang berangkat dan datang di bawah toleransi (tercapai), dikarenakan adanya peningkatan kualitas prasarana, perubahan Gapeka per 1 Juni 2023, dan rendahnya gangguan operasional.

##### b) KA Barang

KA barang berangkat lebih cepat rata-rata 76,37 menit dari toleransi kelambatan 5,00 menit dan KA barang datang lebih cepat 75,41 menit dari toleransi kelambatan 10,00 menit. Realisasi kelambatan untuk keberangkatan dan kedatangan KA barang di bawah toleransi. Hal ini karena adanya koordinasi dan pengawasan SOP bongkar/muat angkutan barang antara unit operasi dan Komersial guna menekan andil kelambatan yang diakibatkan oleh faktor tunggu bongkar/muat angkutan barang, serta taktis dalam pengaturan penyusulan/persilangan.

#### Rata-rata Ketepatan KA

##### a) KA Penumpang

Realisasi KA Penumpang berangkat adalah 99,77% dari anggaran 99,09%, dan realisasi KA Penumpang datang adalah 96,05% dari toleransi ketepatan 92,00%. Realisasi presentasi ketepatan KA penumpang berangkat dan KA penumpang datang di atas toleransi. Hal ini dikarenakan adanya beberapa peningkatan pengawasan program KA Berangkat dan KA Datang tepat waktu serta berkurangnya gangguan sarana dan prasarana.

periodic locomotive maintenance and optimization as well as spare parts maintenance cooperation agreements with manufacturers.

### 3. Train Accidents

During 2024, there were 5 train accident incidents consisting of: Daop 1 Jakarta 1 incident, Daop 2 Bandung 2 incidents, Daop 8 Surabaya 1 incident, and Divre I North Sumatra 1 incident. Management continuously evaluates the causes of these accidents and ensures they do not recur through coordination with external parties, ensuring the safety culture is understood and implemented by all KAI personnel, and implementing railway safety management systems.

#### Average Train Delays

##### a) Passenger Trains

Departing passenger trains were delayed by 0.09 minutes against the tolerance of 0.30 minutes, and arriving passenger trains were 3.54 minutes early against the delay tolerance of 2.00 minutes. The realization of passenger train departure and arrival delays was below tolerance (target achieved), due to improved infrastructure quality, timetable changes (Gapeka) effective June 1, 2023, and low operational disruptions.

##### b) Freight Trains

Departing freight trains were on average 76.37 minutes early against the delay tolerance of 5.00 minutes, and arriving freight trains were 75.41 minutes early against the delay tolerance of 10.00 minutes. The realization of freight train departure and arrival delays was below tolerance. This was due to coordination and supervision of loading/unloading SOPs between operations and Commercial units to reduce delays caused by loading/unloading wait times, as well as tactical management of train overtaking/crossing.

#### Average Train Punctuality

##### a) Passenger Trains

The realization of departing passenger train punctuality was 99.77% against the target of 99.09%, and the realization of arriving passenger train punctuality was 96.05% against the punctuality tolerance of 92.00%. The percentage realization of departing and arriving passenger train punctuality was above tolerance. This was due to several improvements in monitoring on-time departure and arrival programs as well as reduced rolling stock and infrastructure disruptions.



## b) KA Barang

Realisasi ketepatan KA Barang berangkat adalah 95,12% dari anggaran 88,00%, dan realisasi KA Barang datang adalah 90,18% dari toleransi ketepatan 85,00%. Realisasi persentase ketepatan KA barang berangkat dan datang di atas anggaran, menunjukkan kinerja yang baik. Hal ini karena adanya koordinasi dan pengawasan SOP bongkar/muat angkutan barang antara unit operasi dan komersial guna menekan andil kelambatan yang diakibatkan oleh faktor tunggu bongkar/muat angkutan barang, serta taktis dalam pengaturan penyusulan/persilangan.

## b) Freight Trains

The realization of departing freight train punctuality was 95.12% against the target of 88.00%, and the realization of arriving freight train punctuality was 90.18% against the punctuality tolerance of 85.00%. The percentage realization of departing and arriving freight train punctuality was above target, showing good performance. This was due to coordination and supervision of loading/unloading SOPs between operations and commercial units to reduce delays caused by loading/unloading wait times, as well as tactical management of train overtaking/crossing.

# Penerapan Strategi dan Kebijakan Strategis Perusahaan

*Implementation of the Company's Strategic Strategies and Policies*

Penerapan taktik bisnis yang tepat bersama dengan kebijakan yang sesuai adalah faktor kunci keberhasilan Perseroan dalam meraih hasil positif di tengah dinamisnya perkembangan bisnis usaha, terutama dalam sektor industri perkeretaapian di Indonesia. Di sepanjang tahun 2024, KAI mampu menghadapi setiap tantangan, baik yang berasal dari dalam maupun luar. Dengan langkah strategis, KAI mampu memberikan kinerja yang baik yang berorientasi pada pengendalian keuangan dan meningkatkan mutu layanan.

Implementation of correct business tactics coupled with appropriate policies is the key factor to the Company's success in achieving positive results amidst the dynamic business development, especially in the railway industry sector in Indonesia. Throughout 2024, KAI managed to face every internal and external challenge. With strategic steps, KAI is capable of providing good performance oriented towards financial control and improving service quality.

Kami memahami bahwa penerapan strategi yang baik diiringi dengan kebijakan yang strategis tepat mampu memberikan peningkatan atas kinerja Perseroan di tahun 2024. Selain itu, kinerja baik ini berdampak positif terhadap pemangku kepentingan, termasuk pekerja dan masyarakat.

We are aware that the implementation of good strategies accompanied by the right strategic policies may improve the Company's performance in 2024. Moreover, this good performance has a positive impact on stakeholders, including employees and the community.

Di tahun 2024, strategi dan kebijakan strategis yang dilakukan KAI adalah sebagai berikut:

### Program Strategis

1. Optimalisasi Pengelolaan dan Penyerapan Investasi Pengembangan dan Bisnis Eksisting;
2. Peningkatan angkutan barang Sumatera Selatan;
3. Penyelesaian Implementasi Energi Baru Terbarukan di Stasiun dan BY;
4. Penyelesaian Penataan Stasiun, Rumah Istirahat & Griya Karya;
5. *Launching* aplikasi *Rail Investment* dan Digital RAB untuk proses investasi yang lebih terukur, efektif, dan efisien;
6. Pelaksanaan program Communication Campaign 2024 dengan tema besar "Keselamatan - Keamanan - Kenyamanan";
7. Optimalisasi Penyerapan Investasi Pengembangan dan Bisnis Eksisting;

In 2024, the strategic strategies and policies carried out by KAI are as follows:

### Strategic Programs

1. Optimization of management and absorption of development and existing business investments;
2. Enhancement of freight transportation in South Sumatra;
3. Completion of renewable energy implementation at stations and workshops;
4. Completion of station arrangement, rest houses & griya karya;
5. Launch of rail investment application and digital rab for more measurable, effective, and efficient investment processes;
6. Implementation of 2024 communication campaign program with the main theme "Safety - Security - Comfort";
7. Optimization of development and existing business investment absorption;

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>8. Penyelesaian Kajian – Kajian Pengembangan Bisnis dan Optimalisasi Aset KAI;</li> <li>9. Melakukan Kajian – kajian dan Pengelola Kawasan Stasiun sebagai Master Developer, Penetapan Threshold Kewenangan Persetujuan Kerjasama atas Pendayagunaan Aset Tetap;</li> <li>10. Peningkatan angkutan barang Sumatera Selatan:             <ul style="list-style-type: none"> <li>- Pengadaan Lokomotif dan Gerbong (GD) 54 T;</li> <li>- Penyelesaian Proyek Batubara Kramasan;</li> <li>- Pembangunan <i>Double Track</i>;</li> <li>- Peningkatan Kapasitas Lintas dengan Pembangunan <i>Intermediate Block</i>.</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>8. Completion of business development studies and kai asset optimization;</li> <li>9. Conducting studies and managing station areas as master developer, establishing authority thresholds for fixed asset utilization cooperation approvals;</li> <li>10. Enhancement of freight transportation in South Sumatra:             <ul style="list-style-type: none"> <li>- Procurement of 54T Locomotives and Wagons (GD);</li> <li>- Completion of Kramasan Coal Project;</li> <li>- Double track construction;</li> <li>- Line capacity improvement through intermediate block construction.</li> </ul> </li> </ol> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Strategi Peningkatan Kinerja Penyerapan RKAP Investasi tahun 2024

1. Komitmen dan kesepakatan bersama serta berkolaborasi menjalin kerja sama untuk mencapai kinerja terbaik;
2. Melaksanakan tertib dokumentasi mempersiapkan seluruh proses administrasi sesuai prosedur;
3. Fokus terhadap target pencapaian penyelesaian tepat waktu proyek investasi;
4. Menjalinkan komunikasi yang baik dan intens dengan seluruh pihak;
5. Menyusun *Timeline Detail* dan Mengajukan usulan tepat waktu;
6. Segera mengambil keputusan terhadap permasalahan yang terjadi;
7. Manajemen *stakeholder*, Melakukan koordinasi dan sinkronisasi dengan seluruh pihak;
8. Fleksibilitas, efektif dan efisien dalam bekerja;
9. Melakukan evaluasi dan membuka ruang diskusi dalam mencari solusi terhadap permasalahan yang terjadi serta mendorong percepatan dan selalu disiplin dalam melakukan eksekusi sesuai target waktu;
10. Membuat dan menyusun perencanaan pekerjaan secara detail, komprehensif dan berkelanjutan.

#### Strategi Investasi

Upaya yang telah dilakukan untuk mencapai anggaran investasi, di antaranya:

1. Melakukan koordinasi dengan pengusul/*user* dan unit terkait;
2. Melakukan koordinasi dengan Daop/Divre terkait dengan pengalihan proses pekerjaan;
3. *Follow Up* calon vendor yang belum mengirimkan surat minat;
4. Penyatuan rencana investasi dalam satu rencana kegiatan investasi yang saling berkaitan;
5. Percepatan penyelesaian proses Bid (Proses PBJ) hingga kontrak;

#### 2024 RKAP Investment Absorption Performance Improvement Strategy

1. Commitment and mutual agreement to collaborate in achieving optimal performance;
2. Implementation of proper documentation by preparing all administrative processes according to procedures;
3. Focus on achieving timely completion of investment projects;
4. Establishing good and intensive communication with all parties;
5. Preparing detailed timelines and submitting proposals on time;
6. Prompt decision making on emerging issues;
7. Stakeholder management through coordination and synchronization with all parties;
8. Flexibility, effectiveness, and efficiency in work execution;
9. Conducting evaluations and opening discussion spaces to find solutions to problems while encouraging acceleration and maintaining discipline in execution according to target timelines;
10. Creating and preparing detailed, comprehensive and sustainable work plans.

#### Investment Strategy

Efforts made to achieve investment budget targets include:

1. Coordinating with proponents/users and related units;
2. Coordinating with Daop/Divre regarding work process transfers;
3. Following up with potential vendors who have not submitted letters of interest;
4. Consolidating investment plans into one interrelated investment activity plan;
5. Accelerating bid process completion (pbj process) until contract stage;

6. Pemantauan *delivery* (BAST/BASTO);
7. Evaluasi dokumen tender dan penentuan metode pengadaan akan dilakukan klarifikasi kepada calon penyedia agar dipastikan dapat memenuhi persyaratan administrasi dan teknis;
8. Berkoordinasi aktif dengan *stakeholder* terkait dan Pemenuhan dokumen-dokumen pendukung dalam rangka mendukung aksi korporasi setoran modal sesuai dalam pemenuhan pelaksanaannya sesuai *Good Corporate Governance* (GCG);
9. Berkoordinasi aktif dengan unit terkait, *stakeholder* dan juga pemegang saham lainnya dalam mendapatkan kepastian, dan percepatan realisasi anggaran;
10. Mendorong unit pengusul untuk mulai menerapkan manajemen proyek dalam pelaksanaan pekerjaan, berupa kegiatan FGD;
11. *Monitoring* Berkelanjutan terhadap seluruh proses mulai dari usulan s.d BAST dan pembayaran.

#### Program Kerja

1. Pengembangan Angkutan Barang khususnya pengembangan terminal barang berbasis kereta api & Pengembangan Kereta Perkotaan Baru untuk mendukung peningkatan potensi Bisnis Baru bagi Perusahaan;
2. Pencapaian serapan dan penyelesaian investasi 2024 sesuai target *timeline*;
3. Mendukung program *safety* melalui upaya peningkatan fungsi layanan bangunan griya karya di daerah dan pemenuhan tempat istirahat *non crew*;
4. Melakukan *monitoring* secara berkala terhadap penyelenggaraan investasi.

Lebih lanjut, KAI memperkuat langkah strategis dengan kembali menyusun visi dan misi yang tertuang di dalam Rencana Jangka Panjang Perusahaan (RJPP) untuk tahun 2025-2029. Penyusunan ini dilakukan sebagai bagian dari komitmen KAI agar senantiasa beradaptasi dengan perubahan lingkungan bisnis yang semakin dinamis, termasuk perkembangan teknologi digital dan kebutuhan masyarakat *modern* yang berorientasi pada kenyamanan, keamanan, dan kemudahan.

Untuk mendukung tujuan jangka panjang tersebut, PT KAI (Persero) telah merumuskan semangat "*Driving Sustainable Transportation, Enhancing People's Lives*" yang juga dijadikan sebagai visi KAI untuk tahun mendatang. Semangat dan tujuan ini mencerminkan kesungguhan KAI untuk terus berkontribusi melestarikan aspek keberlanjutan, yang mencakup finansial, perencanaan, dan lingkungan. KAI bertekad untuk membuat

6. Delivery Monitoring (BAST/BASTO);
7. Tender document evaluation and procurement method determination through clarification with potential providers to ensure administrative and technical requirements fulfillment;
8. Active coordination with related stakeholders and supporting document fulfillment to support corporate capital deposit actions in accordance with Good Corporate Governance (GCG) implementation;
9. Active coordination with related units, stakeholders and other shareholders to obtain certainty and accelerate budget realization;
10. Encouraging proponent units to begin implementing project management in work execution through FGD activities;
11. Continuous monitoring of all processes from proposal to BAST and payment.

#### Work Programs

1. Freight transportation development, especially railway-based freight terminal development & new urban railway development to support new business potential for the Company;
2. Achievement of 2024 investment absorption and completion according to target timeline;
3. Supporting safety programs through efforts to improve regional griya karya building service functions and non-crew resting place fulfillment;
4. Conducting periodic monitoring of investment implementation.

Furthermore, KAI strengthened its strategic steps by reformulating the vision and mission contained in the 2025-2029 Company Long-Term Plan (RJPP). This formulation is carried out as part of KAI's commitment to always be adaptive to changes in the increasingly dynamic business environment, including the digital technology development and the needs of modern society oriented towards comfort, safety, and convenience.

PT KAI (Persero) has formulated the spirit of "*Driving Sustainable Transportation, Enhancing People's Lives*" to support the aforementioned long-term goals, which is also utilized as KAI's vision for the coming year. This spirit and goal reflect KAI's sincerity in continually contributing to preserving sustainability aspects, including finance, planning, and the environment. KAI is determined to make a real difference in



perbedaan nyata dalam pengalaman sehari-hari jutaan penumpang yang menggunakan layanan KAI sebagai akses mobilisasi mereka.

the daily experience of millions of passengers who use KAI services as their access to mobilization.

## Peran Direksi dalam Perumusan Strategi dan Kebijakan Strategis Perusahaan

*The Role of the Board of Directors In Formulation of the Company's Strategic Strategies and Policies*

Direksi berperan penting dalam proses perumusan strategi dan kebijakan strategis Perseroan. Perumusan strategi dan kebijakan strategis Perseroan disusun setiap tahunnya, berdasarkan arahan Dewan Komisaris dan Pemegang Saham. Direksi merumuskan strategi dan kebijakan strategi yang dituangkan dalam Rencana Jangka Panjang Perusahaan (RJPP).

RJPP disusun sebagai pedoman dalam menjalankan kegiatan operasional secara terarah dan berkesinambungan, guna mencapai visi dan misi Perseroan. RJPP juga menjadi acuan utama bagi Direksi dalam menetapkan langkah-langkah strategis agar seluruh aktivitas operasional mendukung pencapaian tujuan jangka panjang perusahaan.

Pada tahun 2024, Perseroan telah memiliki 4 (empat) strategi yang telah dijalankan yaitu strategi ESG (*Environmental, Social and Governance*), strategi manajemen risiko, strategi transformasi digital dan strategi pertumbuhan. Adapun keempat strategi tersebut telah sejalan dengan tujuan strategis yang tercantum dalam RJPP 2020-2024. KAI telah menetapkan tujuan strategis utama yang tercantum dalam RJPP, di antaranya meningkatkan pangsa pasar, meningkatkan nilai manfaat uang, transformasi kualitas layanan dan keamanan, mewujudkan keberlanjutan finansial serta tercapainya sinergi (termasuk sinergi antar BUMN).

Direksi memastikan bahwa program yang dijalankan sepanjang tahun 2024 berjalan sesuai dengan strategi dan kebijakan strategis yang telah ditetapkan. Direksi bertanggung jawab dalam mengomunikasikan strategi yang telah dirumuskan kepada seluruh jajaran manajemen dan memastikan implementasinya secara konsisten di seluruh lini operasional.

Selain itu, untuk melakukan perencanaan strategis dan kebijakan strategis, Direksi juga melakukan pengawasan dan evaluasi atas pelaksanaan investasi yang telah ditetapkan dalam RJPP. Direksi memantau pelaksanaan kebijakan strategis melalui evaluasi kinerja secara berkala, serta melakukan penyesuaian strategi bila diperlukan guna menjaga relevansi dan ketahanan perusahaan dalam menghadapi

The Board of Directors plays a crucial role in the formulation process of the Company's strategic strategies and policies. The formulation of the Company's strategic strategies and policies is prepared annually, based on the direction of the Board of Commissioners and Shareholders. The Board of Directors formulates strategic strategies and policies outlined in the Company's Long-Term Plan (RJPP).

The RJPP is prepared as a guideline for conducting operational activities in a focused and sustainable manner, in order to achieve the Company's vision and mission. The RJPP is also the main reference for the Board of Directors in determining strategic steps so that all operational activities support the achievement of the Company's long-term goals.

In 2024, the Company has 4 (four) strategies that have been implemented, namely the ESG (*Environmental, Social, and Governance*) strategy, risk management strategy, digital transformation strategy, and growth strategy. The four strategies are in line with the strategic objectives stated in the 2020-2024 RJPP. KAI has set the main strategic objectives listed in the RJPP, including increasing market share, increasing the value of money, transforming service quality and safety, realizing financial sustainability, and achieving synergy (including synergy between SOEs).

The Board of Directors ensures that the programs implemented throughout 2024 are in accordance with the strategic strategies and policies that have been set. The Board of Directors is responsible for communicating the formulated strategies to all management levels and ensuring their consistent implementation across all operational lines.

In addition, the Board of Directors supervises and evaluates the investment implementation set in the RJPP to carry out strategic planning and strategic policies. The Board of Directors monitors the implementation of strategic policies through periodic performance evaluations and makes strategic adjustments if deemed necessary to maintain the Company's relevance and resilience in facing changing

dinamika bisnis yang terus berubah. Pengawasan dan evaluasi dilakukan melalui diskusi intensif yang dilakukan baik pada rapat internal maupun rapat gabungan bersama Dewan Komisaris.

business dynamics. Supervision and evaluation are executed through intensive discussions held both at internal meetings and joint meetings with the Board of Commissioners.

## Upaya Direksi Untuk Memastikan Implementasi Strategi Berjalan dengan Optimal

*Board of Directors' Efforts to Ensure Optimal Strategy Implementation*

Dalam menjalankan perannya, Direksi memiliki tanggung jawab untuk memastikan strategi yang telah dibuat berjalan dengan optimal. Oleh karena itu, Direksi melakukan pengawasan terhadap pelaksanaan program strategis. Direksi secara aktif melakukan rapat koordinasi secara berkala dengan manajemen untuk memastikan strategi dan kebijakan strategis dijalankan dengan baik oleh seluruh unit bisnis.

In carrying out its role, the Board of Directors is responsible for ensuring that the constructed strategies are performed optimally. Therefore, the Board of Directors supervises the implementation of strategic programs. The Board of Directors actively holds regular coordination meetings with management to ensure that strategic strategies and policies are implemented properly by all business units.

Beberapa upaya yang dilakukan Direksi untuk memastikan implementasi strategi berjalan optimal di antaranya dengan memastikan proyek-proyek strategis dilaksanakan sesuai jadwalnya, memberikan dukungan dan arahan kepada pelaksanaan investasi, melakukan *update* guna mendukung mitigasi risiko dan tindaklanjutnya, serta menetapkan realisasi pelaksanaan investasi dalam KPI.

Some of the efforts made by the Board of Directors to ensure optimal strategy implementation include ensuring that strategic projects are implemented according to schedule, providing support and direction for investment implementation, conducting updates to support risk mitigation and follow-up, and determining the realization of investment implementation in KPIs.

Pada layanan angkutan barang, KAI mengambil langkah strategi dengan meningkatkan penggunaan teknologi dan sistem informasi dengan lebih optimal. Melalui pemanfaatan teknologi yang lebih andal, diharapkan dapat berdampak baik terhadap operasional. Sehingga akan menghasilkan kapasitas angkutan barang yang lebih efisien dengan keandalan layanan yang terbaik, serta mampu mengurangi kemacetan di jalur-jalur padat. Pada tahun 2024, Perseroan menggunakan sistem angkutan barang berbasis digital (*Rail Cargo Access*), peningkatan frekuensi KA yang semula 14 KA menjadi 16 KA, hingga penambahan hari operasi pada beberapa mitra.

In freight transport services, KAI takes strategic steps by increasing the use of technology and information systems more optimally. The use of more reliable technology is expected to have a positive impact on operations. Thus, it may produce a more efficient freight transport capacity with the best service reliability, and be able to reduce congestion on busy routes. In 2024, the Company utilized a digital-based freight transport system (*Rail Cargo Access*), increasing the frequency of trains from 14 trains to 16 trains, and adding operating days to several partners.

Pada layanan angkutan penumpang, Perseroan melakukan berbagai strategi untuk meningkatkan kinerja angkutan penumpang dan meningkatkan daya saing di antara moda transportasi lainnya seperti pesawat maupun bus antar kota. KAI melakukan peningkatan layanan guna meningkatkan kepuasan pelanggan seperti inovasi *Face Recognition Boarding Gate*, pengembangan aplikasi *Access by KAI*, pengadaan KA Luxury, penerapan *marketing automation*, serta peremajaan sarana 612 kereta. Selain itu di tahun 2024 KAI juga meningkatkan promosi baik secara *online* maupun *offline* untuk menarik minat pelanggan.

The Company implements various strategies in passenger transport services to improve passenger transport performance and increase competitiveness among other modes of transportation such as airplanes and intercity buses. KAI is improving services to increase customer satisfaction such as the *Face Recognition Boarding Gate* innovation, developing the *Access by KAI* application, procuring Luxury Trains, implementing marketing automation, and rejuvenating 612 train facilities. Additionally, KAI increased online and offline promotions in 2024 to attract customer interest.

KAI berkomitmen untuk memperkuat infrastruktur dan layanan KAI secara digital. Dengan mengoptimalkan penggunaan teknologi, KAI mampu meningkatkan efisiensi operasional, menghadirkan kenyamanan pengguna, dan keamanan layanan. Langkah ini menjadi bagian dari strategi adaptif Perseroan dalam menghadapi dinamika industri, sekaligus memperkuat daya saing di era transformasi digital yang terus berkembang.

## Tantangan yang Dihadapi Perusahaan

### *Challenges Faced by the Company*

Dalam pelaksanaan tugas dan tanggung jawab sepanjang tahun 2024, Direksi PT Kereta Api Indonesia (Persero) menghadapi sejumlah tantangan strategis dan operasional yang berdampak langsung terhadap pencapaian *Key Performance Indicators* (KPI) sebagaimana tertuang dalam Kontrak Manajemen Kolegial. Tantangan tersebut mencerminkan kompleksitas pengelolaan korporasi dalam konteks transformasi bisnis, eksekusi proyek strategis nasional, serta tuntutan akuntabilitas yang tinggi dalam pemanfaatan dana negara melalui Penyertaan Modal Negara (PMN).

#### 1. Kompleksitas Eksekusi Proyek Strategis PMN

Direksi mengelola sejumlah proyek berskala nasional seperti LRT Jabodebek, Kereta Cepat Jakarta-Bandung (KCJB), serta pengadaan sarana KRL Jabodetabek. Pelaksanaan proyek-proyek ini menuntut koordinasi lintas entitas dan kementerian, ketepatan waktu penyelesaian, serta kepatuhan terhadap standar teknis dan administratif. Kendala yang dihadapi meliputi dinamika pelaksanaan fisik di lapangan, proses pengadaan yang harus memenuhi tingkat kandungan dalam negeri (TKDN), serta penyesuaian terhadap perubahan skema pembiayaan.

#### 2. Tantangan Keseimbangan Finansial dan Pengelolaan Leverage

Beberapa indikator keuangan utama seperti EBITDA, ROIC-WACC, serta rasio *Interest Bearing Debt* mengindikasikan bahwa perusahaan berada dalam fase pemulihan sekaligus ekspansi. Direksi perlu menjaga stabilitas arus kas operasional di tengah beban utang dan kewajiban investasi jangka panjang. Upaya *balancing* antara solvabilitas dan agresivitas pertumbuhan menjadi salah satu tantangan kunci yang memerlukan pengelolaan keuangan yang disiplin dan fleksibel.

KAI is committed to strengthening KAI's infrastructure and services digitally. By optimizing the use of technology, KAI is able to increase operational efficiency and provide both user comfort and service security. This step is part of the Company's adaptive strategy in facing industry dynamics while strengthening competitiveness in the continuously growing era of digital transformation.

In carrying out its duties and responsibilities throughout 2024, the Board of Directors of PT Kereta Api Indonesia (Persero) faced several strategic and operational challenges that directly impacted the achievement of Key Performance Indicators (KPIs) as outlined in the Collegial Management Contract. These challenges reflect the complexity of corporate management amid business transformation, execution of national strategic projects, and high accountability demands in utilizing state funds through State Capital Participation (PMN).

#### 1. Complexity of Executing PMN Strategic Projects

The Board of Directors managed several national-scale projects, such as the LRT Jabodebek, Jakarta-Bandung High-Speed Railway (KCJB), and procurement of Jabodetabek Commuter Line (KRL) rolling stock. These projects required cross-entity and cross-ministry coordination, timely completion, and compliance with technical and administrative standards. Challenges included on-site physical execution dynamics, procurement processes that had to meet domestic content requirements (TKDN), and adjustments to financing scheme changes.

#### 2. Financial Balance and Leverage Management Challenges

Key financial indicators such as EBITDA, ROIC-WACC, and the Interest-Bearing Debt ratio indicated that the company was in a phase of recovery and expansion. The Board of Directors needed to maintain operational cash flow stability amid long-term debt obligations and investment commitments. Balancing solvency and growth aggressiveness became a key challenge, requiring disciplined yet flexible financial management.



### 3. Kesiapan SDM dan Transformasi Kompetensi

Peningkatan kapasitas SDM, baik di sektor operasional maupun teknis, menjadi fokus utama. Program pelatihan dan sertifikasi tenaga kerja, terutama dalam menyongsong pengoperasian sarana berteknologi tinggi seperti KCJB dan LRT Jabodebek, menghadapi kendala berupa keterbatasan sumber daya pelatih, waktu pelatihan yang kompetitif dengan kebutuhan operasional, serta proses sertifikasi formal yang ketat dan berjenjang.

### 4. Percepatan Digitalisasi dan Integrasi Sistem

Direksi juga menghadapi tantangan dalam optimalisasi sistem digital. Keberhasilan implementasi sangat bergantung pada kesiapan infrastruktur, adopsi budaya digital di seluruh jajaran organisasi, serta interoperabilitas antar unit kerja dan anak perusahaan.

### 5. Ketergantungan pada Persetujuan Eksternal dan Dinamika Regulatoris

Beberapa rencana aksi korporasi strategis—seperti *refinancing* obligasi, penambahan PMN, serta penyertaan modal pada anak perusahaan—memerlukan persetujuan regulator dan pemegang saham. Proses yang memakan waktu, serta dinamika pasar modal dan kebijakan fiskal, menjadi faktor eksternal yang dapat memengaruhi ketepatan waktu pelaksanaan.

## PENYELESAIAN ATAS KENDALA YANG DIHADAPI

Dalam menjalankan tugas dan tanggung jawab strategis selama tahun 2024, Direksi PT Kereta Api Indonesia (Persero) dihadapkan pada berbagai tantangan yang kompleks, baik dari sisi internal maupun eksternal. Namun demikian, seluruh jajaran Direksi menunjukkan komitmen tinggi untuk menyelesaikan kendala-kendala tersebut melalui serangkaian langkah terukur dan kolaboratif.

Pertama, dalam menyikapi kompleksitas pelaksanaan proyek-proyek strategis nasional yang didanai oleh Penyertaan Modal Negara (PMN), Direksi memperkuat tata kelola proyek melalui pembentukan tim pengendali yang bekerja lintas unit secara intensif. *Monitoring* berbasis milestone dilaksanakan secara berkala, disertai dengan komunikasi aktif dengan kementerian/lembaga dan mitra eksternal guna menjaga kelancaran proses pengadaan, konstruksi, hingga operasionalisasi. Koordinasi yang lebih erat juga dilakukan dengan Divisi Khusus seperti Divisi LRT Jabodebek, anak perusahaan seperti PT KCI dan perusahaan asosiasi seperti PT KCIC, khususnya untuk proyek Pengadaan Sarana KRL Baru PT KCI, LRT Jabodebek dan KCJB.

### 3. Workforce Readiness and Competency Transformation

Enhancing human resource capacity, both in operational and technical sectors, was a major focus. Training and certification programs, particularly in preparation for operating high-tech systems like KCJB and LRT Jabodebek, faced obstacles such as limited trainer availability, training time constraints due to operational demands, and stringent multi-level certification processes.

### 4. Accelerating Digitalization and System Integration

The Board of Directors also faced challenges in optimizing digital systems. Successful implementation heavily depended on infrastructure readiness, digital culture adoption across all organizational levels, and interoperability between business units and subsidiaries.

### 5. Dependence on External Approvals and Regulatory Dynamics

Several strategic corporate actions—such as bond refinancing, additional PMN requests, and capital injections into subsidiaries—required regulatory and shareholder approvals. Time-consuming processes, coupled with capital market dynamics and fiscal policy changes, became external factors that may affect implementation timelines.

## RESOLUTION OF CHALLENGES

In executing its strategic responsibilities throughout 2024, the Board of Directors of PT Kereta Api Indonesia (Persero) encountered complex internal and external challenges. Nevertheless, the entire Board of Directors demonstrated strong commitment to addressing these obstacles through measured and collaborative steps.

First, in responding to the complexity of executing PMN-funded national strategic projects, the Board strengthened project governance by forming intensive cross-functional control teams. Milestone-based monitoring was conducted regularly, accompanied by active communication with ministries/institutions and external partners to ensure smooth procurement, construction, and operationalization processes. Closer coordination is also carried out with Special Divisions such as the Jabodebek LRT Division, subsidiaries such as PT KCI and associated companies such as PT KCIC, especially for the New KRL Facilities Procurement project of PT KCI, Jabodebek LRT and KCJB.

Kedua, dalam menjaga stabilitas keuangan di tengah tekanan rasio utang dan kebutuhan investasi yang besar, Direksi mengoptimalkan strategi pengelolaan kas dan pembiayaan jangka panjang. Berbagai opsi *refinancing* dilaksanakan secara hati-hati untuk obligasi yang jatuh tempo, disertai efisiensi pengeluaran dan peningkatan kualitas proyeksi kas. Di sisi lain, pendapatan dari layanan angkutan barang dan inisiatif sinergi BUMN logistik diperkuat sebagai sumber pendapatan berkelanjutan.

Ketiga, penguatan sumber daya manusia menjadi fokus utama dalam menjawab kebutuhan kompetensi, terutama seiring hadirnya teknologi perkeretaapian baru. Direksi melaksanakan pelatihan intensif, sertifikasi tenaga operasional, serta program transfer *knowledge* dari mitra produsen sarana. Upaya ini juga dibarengi dengan peningkatan sistem manajemen talenta berbasis kompetensi untuk memastikan regenerasi dan distribusi talenta yang merata.

Keempat, akselerasi digitalisasi menjadi pilar penting dalam menjawab tantangan yang dihadapi KAI ke depan.

Kelima, dalam menghadapi tantangan aksi korporasi dan proses persetujuan eksternal, Direksi mengambil pendekatan proaktif dengan menyusun *roadmap* aksi korporasi yang terintegrasi. Komunikasi dengan Kementerian BUMN dan regulator dilakukan secara intensif untuk mempercepat proses persetujuan dan mengantisipasi perubahan kebijakan. Ini termasuk penambahan PMN, penerbitan surat utang, dan penyertaan modal ke anak perusahaan yang strategis.

Dengan berbagai langkah tersebut, Direksi terus berupaya memastikan bahwa setiap tantangan yang muncul direspon dengan solusi yang relevan, terukur, dan berorientasi pada hasil. Seluruh upaya ini mencerminkan semangat kepemimpinan kolejal yang adaptif, berintegritas, dan berkomitmen untuk mendorong transformasi dan pertumbuhan berkelanjutan bagi perusahaan dan bangsa.

## Analisis Prospek Usaha 2025

### *Analysis of Business Prospects 2025*

Menurut laporan Internasional Monetary Fund (IMF), pertumbuhan ekonomi dunia diperkirakan akan tetap berada pada tingkat stagnan mencapai 3,3% di tahun 2025. Selain itu, tingkat bunga global diperkirakan masih akan tetap tinggi yang berpengaruh pada pengetatan likuiditas serta terbatasnya masuknya modal ke negara-negara berkembang. Selanjutnya, ketegangan geopolitik yang melibatkan Rusia dan

Second, to maintain financial stability amid debt ratio pressures and substantial investment needs, the Board optimized cash management and long-term financing strategies. Various refinancing options were carefully implemented for maturing bonds, alongside expenditure efficiency and improved cash flow projections. Meanwhile, revenue from freight services and SOE logistics synergy initiatives was strengthened as sustainable income sources.

Third, workforce development became a primary focus in addressing competency needs, especially with the introduction of new railway technologies. The Board implemented intensive training, operational staff certification, and knowledge transfer programs with rolling stock manufacturers. These efforts were complemented by a competency-based talent management system to ensure equitable talent regeneration and distribution.

Fourth, digitalization acceleration became a crucial pillar in addressing future challenges.

Fifth, in facing corporate action challenges and external approval processes, the Board adopted a proactive approach by developing an integrated corporate action roadmap. Intensive communication with the Ministry of SOEs and regulators was maintained to expedite approval processes and anticipate policy changes, including additional PMN, debt issuance, and strategic capital injections into subsidiaries.

Through these measures, the Board of Directors continues to ensure that every emerging challenge is met with relevant, measurable, and results-oriented solutions. All these efforts reflect the spirit of adaptive, integrity-driven, and committed collegial leadership, dedicated to driving sustainable transformation and growth for the Company and the nation.

According to the International Monetary Fund (IMF) report, global economic growth is expected to remain stagnant at 3.3% in 2025. Moreover, global interest rates are expected to remain high, which will affect the tightening of liquidity and the limited inflow of capital to developing countries. Furthermore, geopolitical tensions involving Russia and Ukraine and the situation in the Middle East have not subsided,

Ukraina serta situasi di Timur Tengah masih belum reda, dan persaingan antara Amerika Serikat dan Tiongkok yang tetap berlangsung juga menjadi faktor lainnya yang menyebabkan tingkat pertumbuhan ekonomi global mengalami perlambatan.

Namun kami tetap optimis dengan proyeksi pertumbuhan ekonomi nasional yang ditargetkan mencapai 5,2% dalam Anggaran Pendapatan dan Belanja Negara untuk tahun 2025. Pemerintah juga berupaya untuk menjaga tingkat inflasi sekitar 2,5% demi mempertahankan kemampuan daya beli masyarakat. Diharapkan, langkah ini akan berdampak baik pada volume penumpang kereta api dan pendapatan Perseroan.

Pemerintah terus melakukan upaya terbaiknya untuk meningkatkan layanan kereta api kepada masyarakat. Hal ini juga menjadi rencana pemerintah di tahun 2025 untuk melakukan sejumlah kebijakan, termasuk menetapkan anggaran *Public Service Obligation* (PSO) untuk kereta api sebesar Rp4,79 triliun. Anggaran ini akan dialokasikan untuk mendukung ketersediaan tiket mudik lebaran 2025 dan agenda istimewa lainnya. Kebijakan ini bertujuan untuk menjaga aksesibilitas atau keterjangkauan terhadap layanan transportasi publik, terutama bagi sebagian masyarakat yang akan menggunakan kereta api sebagai moda utamanya.

Mengamati prospek usaha tersebut, kami melihat peluang bisnis kereta api di Indonesia masih sangat besar, berkat dukungan dari pemerintah melalui sejumlah program dan kebijakan strategisnya, kami optimis dapat meraih pencapaian kinerja yang optimal. Untuk memastikan realisasi tersebut dapat dicapai, kami telah menyusun strategi yang relevan untuk merespons prospek usaha di masa mendatang, antara lain:

1. Melakukan penyesuaian aktivitas operasional dengan penerapan transformasi digital yang berkualitas, konsep keberlanjutan yang mengedepankan aspek sosial, ekonomi, dan lingkungan, serta menganalisis potensi risiko yang dapat timbul di sepanjang tahun mendatang;
2. Meningkatkan sistem pengendalian internal untuk memastikan manajemen keuangan dapat berjalan dengan optimal;
3. Merancang program strategis *Behaviour Based Safety* (BSS) untuk menekan terjadinya human error;
4. Melakukan pengembangan jaringan perkeretaapian nasional yang mencapai 10.524 Km secara akumulatif total pada 2030, yang mana sepanjang 3.755 Km difungsikan untuk jaringan kota/perkotaan;

and the ongoing competition between the United States and China are also other factors causing the global economic growth rate to slow down.

However, we remain optimistic about the national economic growth projection which is targeted to reach 5.2% in the State Budget for 2025. The government is also trying to maintain the inflation rate at around 2.5% to maintain people's purchasing power. It is hoped that this step will have a good impact on the volume of train passengers and the Company's revenue.

The government continuously makes its best efforts to improve train services to the public. This is also the government's plan in 2025 to implement a number of policies, including setting a Public Service Obligation (PSO) budget for trains of Rp4.79 trillion. This budget will be allocated to support the availability of 2025 Eid homecoming tickets and other special agendas. This policy aims at maintaining accessibility or affordability to public transportation services, especially for some people who will use trains as their main transportation mode.

Observing the business prospects, we view that the railway business opportunities in Indonesia are still very large, thanks to the support of the government through several strategic programs and policies, and we are confident that we can achieve optimal performance. To ensure that this realization can be achieved, we have prepared relevant strategies to respond to future business prospects, including:

1. Adjusting operational activities with the implementation of quality digital transformation, sustainability concepts that prioritize social, economic, and environmental aspects, and analyzing potential risks that may arise throughout the coming year;
2. Improving the internal control system to ensure that financial management can run optimally;
3. Designing a strategic Behavior Based Safety (BSS) program to reduce human error;
4. Developing a national railway network that will reach 10,524 km cumulatively in total by 2030, of which 3,755 km will be used for city/urban networks;

5. Menerapkan skenario penggunaan energi pada transportasi perkeretaapian di tahun 2030 yang berbasis pulau dengan porsi listrik 90% dan berbasis perkotaan dengan porsi listrik sebesar 100%;
6. Mengadopsi teknologi prasarana dan konstruksi, pengembangan *roadmap* teknologi & industri kereta, penguasaan teknologi perawatan prasarana kereta standar internasional, dan lain-lain; dan
7. Memastikan keselamatan dan keamanan penumpang berupa *monitoring* dan evaluasi penyelenggaraan perkeretaapian, pengembangan manajemen sistem keamanan dalam penyelenggaraan perkeretaapian, pengujian dan sertifikasi sarana dan prasarana, serta fasilitas pendukung lainnya, dan lain-lain.

Selain itu, prospek industri jasa transportasi semakin menantang dengan kondisi global yang penuh dengan ketidakpastian dan kondisi makro ekonomi dan tingkat persaingan antarmoda yang semakin berkembang dan memberikan berbagai inovasi peningkatan pelayanan kepada penumpang.

Dari pencapaian yang terjadi di tahun 2024, Direksi optimis untuk melakukan pertumbuhan perusahaan dengan melakukan investasi pada sarana perkeretaapian dan fasilitas pendukung lainnya. Upaya ini sesuai dengan visi dan misi perusahaan, dimana PT KAI tetap menjadikan kereta api sebagai moda pilihan masyarakat Indonesia yang mengedepankan keselamatan, ketepatan waktu dan kenyamanan, ramah lingkungan, terus mengembangkan sumber daya dan teknologi, serta berperan aktif dalam pengembangan transportasi antarmoda berkelanjutan.

## Penerapan Tata Kelola Perusahaan

### *Implementation of Corporate Governance*

Secara berkelanjutan Direksi berkomitmen dalam penerapan tata kelola Perusahaan yang baik dengan mengedepankan praktik-praktik tata kelola perusahaan yang baik dengan pemenuhan aturan-aturan yang berlaku termasuk di dalamnya penyesuaian sistem dan prosedur bisnis terhadap aturan yang terbaru.

5. Implementing an energy usage scenario for railway transportation in 2030 that is island-based with 90% electricity and urban-based with 100% electricity;
6. Adopting infrastructure and construction technology, developing a roadmap for railway technology & industry, mastering international standard railway infrastructure maintenance technology, etc.; and
7. Ensuring passenger safety and security in the form of monitoring and evaluation of railway operations, developing security system management in railway operations, testing and certification of facilities and infrastructure, and other supporting facilities, etc.

In addition, the prospects for the transportation services industry are increasingly challenging with uncertain global conditions and macroeconomic conditions and the level of competition between modes that are increasingly developing and providing various innovations to improve services to passengers.

From the achievements in 2024, the Board of Directors is optimistic about growing the company by investing in railway facilities and other supporting facilities. This effort is in accordance with the Company's vision and mission, where PT KAI (Persero) continues to make trains the preferred mode of transportation for the Indonesian people who prioritize safety, punctuality and comfort, are environmentally friendly, while continuing to develop resources and technology and play an active role in the development of sustainable intermodal transportation.

The Board of Directors remains steadfast in its commitment to implementing Good Corporate Governance (GCG) by prioritizing best governance practices and ensuring compliance with all applicable regulations, including the continuous adjustment of business systems and procedures to align with the latest regulatory requirements.



Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) yang merupakan mandatory dari Peraturan Menteri BUMN No. 2/MBU/2023 WAJIB dijadikan sebagai pondasi bagi seluruh tingkat dan jenjang organisasi dalam menjalankan tugas sehari-hari. Implementasi GCG tidak hanya wajib dilaksanakan oleh Direksi (beserta manajemen pendukungnya) tapi juga wajib diterapkan oleh aspek Dewan Komisaris dan Pemegang Saham (Kementerian BUMN).

Selain sebagai pedoman tata kelola yang baik, implementasi GCG merupakan sebuah kewajiban sesuai dengan Peraturan Menteri BUMN No. 2/MBU/2023. Peraturan tersebut wajib dijadikan pondasi bagi seluruh tingkat dan jenjang organisasi dalam menjalankan tugas sehari-hari. Implementasi GCG tidak hanya wajib dilaksanakan oleh Direksi beserta manajemen pendukungnya saja, melainkan wajib diterapkan oleh seluruh organ tata kelola termasuk Dewan Komisaris dan Pemegang Saham yakni Kementerian BUMN.

Penerapan GCG yang dilakukan oleh Perseroan, mengacu pada 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Dengan menerapkan kelima prinsip tersebut, diharapkan dapat meningkatkan nilai perusahaan dan kepercayaan pemangku kepentingan terhadap pengelolaan Perseroan secara optimal.

Sejak tahun 2012, PT KAI melaksanakan pengukuran efisiensi dan efektivitas implementasi GCG dengan skor awal 70 predikat cukup baik, dan secara terus menerus melakukan perbaikan-perbaikan sehingga tren skor setiap tahun meningkat. Pada tahun 2024 pengukuran efisiensi dan efektivitas penerapan GCG dilaksanakan oleh pihak eksternal yakni Perwakilan Badan Pengawasan Keuangan dan Pembangunan (BPKP) Jawa Barat. Perseroan berhasil meraih skor sebesar 93,590 dengan kategori sangat baik. Capaian ini menunjukkan komitmen dan implementasi penerapan GCG di PT KAI telah dijalankan secara efektif dan efisien.

Dalam menjalankan tugas dan fungsinya Direksi di bantu oleh organ pendukung. Direksi menyadari bahwa organ pendukung merupakan bagian penting dalam mendukung pencapaian tujuan Perseroan. Terdapat 2 (dua) organ pendukung Direksi yaitu Sekretaris Perusahaan dan Satuan Pengawas Intern. Direksi memandang bahwa Sekretaris Perusahaan dan Satuan Pengawas Intern memiliki peran strategis sebagai elemen

The implementation of Good Corporate Governance, as mandated by Minister of SOEs Regulation No. 2/MBU/2023, serves as the fundamental foundation for all organizational levels in carrying out their daily responsibilities. GCG implementation is not only mandatory for the Board of Directors (along with supporting management) but must also be comprehensively applied by the Board of Commissioners and Shareholders (Ministry of SOEs).

In addition to being a guideline for good governance, the GCG implementation is an obligation following the Regulation of the Minister of State-Owned Enterprises No. 2/MBU/2023, which must be utilized as a foundation for all organizational levels in carrying out daily tasks. The GCG implementation is not only mandatory for the Board of Directors and its supporting management, but it must be implemented by all governance organs, including the Board of Commissioners and Shareholders, namely the Ministry of State-Owned Enterprises.

The GCG implementation carried out by the Company refers to 5 (five) basic principles, namely transparency, accountability, responsibility, independence, and fairness. Implementing these five principles is expected to increase the Company's value and stakeholder trust in the Company's management optimally.

Since 2012, PT KAI has been measuring the efficiency and effectiveness of GCG implementation with an initial score of 70, which is quite good, and has continuously made improvements to ensure that the score trend increases every year. In 2024, the measurement of the efficiency and effectiveness of GCG implementation was carried out by an external party, namely the Representative of the Financial and Development Supervisory Agency (BPKP) of West Java. The Company managed to achieve a score of 93.590 with a very good category. This achievement indicates that the commitment and application of GCG implementation at PT KAI have been carried out effectively and efficiently.

In carrying out its duties and functions, the Board of Directors is assisted by supporting organs. The Board of Directors realizes that supporting organs are an important part of supporting the achievement of the Company's goals. There are 2 (two) supporting organs for the Board of Directors, namely the Corporate Secretary and the Internal Supervisory Unit. The Board of Directors views that the Corporate Secretary

pendukung dalam implementasi GCG, khususnya dalam memberikan saran, masukan, dan rekomendasi yang objektif untuk mendukung proses pengambilan keputusan yang tepat dan terukur.

Direksi dan Dewan Komisaris bertanggung jawab dalam memastikan implementasi tata kelola perusahaan telah sesuai dengan prinsip GCG. Untuk mendukung penerapan GCG, Perseroan menerapkan sistem manajemen risiko guna mengetahui, memantau, dan memitigasi berbagai potensi risiko yang dapat memengaruhi pencapaian tujuan perusahaan. Merujuk pada Peraturan Menteri BUMN Nomor 2 tahun 2023, KAI sebagai BUMN wajib menerapkan manajemen risiko secara efektif. Direksi juga telah menerapkan manajemen risiko dalam setiap pengambilan keputusan strategis Perusahaan dan memastikan bahwa fungsi manajemen risiko telah beroperasi secara independen. Direksi secara aktif terlibat dalam pengelolaan risiko di lingkungan perusahaan, yakni melalui penetapan kebijakan dan strategi risiko, implementasi manajemen risiko pada penyusunan RJPP dan RKAP, serta memonitor dan memastikan pelaksanaan penanganan risiko hingga pelaporan manajemen risiko.

Sepanjang tahun 2024, Kami memastikan seluruh organ Perseroan telah menjalankan tugas dan tanggung jawabnya dengan baik. Kami berkomitmen meningkatkan kualitas penerapan prinsip dan praktik GCG di seluruh lini organisasi, guna menciptakan tata kelola perusahaan yang kuat, serta dapat mendukung pertumbuhan berkelanjutan di masa depan.

#### **PANDANGAN DIREKSI TERHADAP SISTEM MANAJEMEN RISIKO PERUSAHAAN**

Dengan merujuk pada ketentuan dalam Peraturan Menteri BUMN Nomor 2 tahun 2023, dimana KAI sebagai BUMN wajib menerapkan Manajemen Risiko secara efektif yang di dalamnya meliputi pengurusan aktif oleh Direksi.

Direksi telah terlibat aktif dalam pengelolaan risiko di Perusahaan melalui penetapan kebijakan dan strategi risiko, implementasi manajemen risiko pada penyusunan RJPP dan RKAP, serta memonitor dan memastikan pelaksanaan penanganan Risiko hingga pelaporan Manajemen Risiko.

Direksi juga telah menerapkan Manajemen Risiko dalam setiap pengambilan keputusan strategis Perusahaan dan memastikan bahwa fungsi Manajemen Risiko telah beroperasi secara independen.

and the Internal Supervisory Unit have a strategic role as supporting elements in the GCG implementation, especially in providing objective advice, input, and recommendations to support the right and measurable decision-making process.

The Board of Directors and Board of Commissioners are responsible for ensuring that the implementation of corporate governance is under GCG principles. To support the GCG implementation, the Company implements a risk management system to identify, monitor, and mitigate various potential risks that may affect the achievement of the Company's goals. Referring to the Regulation of the Minister of SOEs Number 2 of 2023, KAI as a State-Owned Enterprise is required to implement risk management effectively. The Board of Directors has also implemented risk management in every strategic decision-making of the Company and guarantees that the risk management function has operated independently. The Board of Directors is actively involved in risk management in the company environment, namely through determining risk policies and strategies, implementing risk management in the preparation of RJPP and RKAP, as well as monitoring and ensuring the implementation of risk handling to risk management reporting.

Throughout 2024, We ensured that all Company organs have carried out their duties and responsibilities properly. We are committed to improving the quality of the implementation of GCG principles and practices across all lines of the organization, to create strong corporate governance and support future sustainable growth.

#### **THE BOARD OF DIRECTORS' VIEW ON THE COMPANY'S RISK MANAGEMENT SYSTEM**

In accordance with the provisions of the Minister of SOEs Regulation No.2 of 2023, KAI as a SOE is required to implement effective Risk Management which includes active management by the Board of Directors.

The Board of Directors has been actively involved in risk management in the Company through the determination of risk policies and strategies, implementation of risk management in the preparation of RJPP and RKAP, as well as monitoring and ensuring the implementation of Risk handling to Risk Management reporting.

The Board of Directors has also implemented Risk Management in every strategic decision-making of the Company and ensured that the Risk Management function has operated independently.

Lebih lanjut, sistem Tata Kelola PT KAI (Persero) telah dirancang untuk mendorong pengelolaan Perusahaan secara profesional, efisien, dan efektif.

Meskipun skor hasil pengukuran GCG sudah SANGAT BAIK namun masih ada beberapa *Area of Improvement* (AoI) atau bagian-bagian atau proses bisnis di perusahaan yang memerlukan peningkatan kinerja secara optimal.

Ke depan, Direksi memandang pentingnya kecukupan sistem tata kelola tidak hanya dalam konteks kepatuhan terhadap regulasi, tetapi juga dalam hal *agility*, kemampuan adaptasi, serta efektivitas pencegahan risiko, termasuk risiko *fraud*. Oleh karena itu, kami akan terus memperkuat mekanisme kontrol internal, meningkatkan digitalisasi dalam proses pengawasan, serta membangun budaya integritas di seluruh jenjang organisasi. Dengan demikian, sistem tata kelola perusahaan akan senantiasa relevan, memadai, dan mampu mendukung pencapaian tujuan strategis PT KAI (Persero) secara berkelanjutan.

#### PANDANGAN DIREKSI TERHADAP KINERJA KOMITE PENDUKUNG

Direksi memandang bahwa Komite Pendukung memiliki peran strategis sebagai support system dalam penerapan *Good Corporate Governance* (GCG), khususnya dalam memberikan telaahan, masukan, dan rekomendasi yang objektif untuk mendukung proses pengambilan keputusan yang tepat dan terukur.

Komite merupakan bagian penting dalam mendukung pencapaian tujuan Perusahaan. Di PT KAI (Persero) terdapat 4 Komite pendukung yaitu Komite Remunerasi, Komite Audit, Komite Pemantauan Manajemen Risiko dan Komite Tata Kelola Terintegrasi. Tugas Komite Pendukung sebagai *support system* dalam penerapan GCG bersifat strategis dalam mendukung proses pengambilan keputusan Direksi/Manajemen. Komite Pendukung telah bertindak adaptif dan responsif terhadap permasalahan ataupun peluang yang dihadapi perusahaan.

Dalam menjalankan tugasnya, Direksi melakukan pengawasan terhadap Komite Pendukung melalui:

##### a. Laporan Berkala

Komite wajib menyampaikan laporan kegiatan, hasil evaluasi, serta rekomendasi secara periodik kepada Direksi (bulanan, triwulanan, atau sesuai kebutuhan). Laporan ini menjadi dasar evaluasi Direksi terhadap efektivitas dan kontribusi Komite terhadap tujuan perusahaan.

Furthermore, PT KAI (Persero)'s Governance system has been designed to encourage the management of the Company in a professional, efficient, and effective manner.

Despite EXCELLENT GCG score, there are still several Areas of Improvement (AoI) or parts or business processes in the Company that require optimal performance improvement.

Going forward, the Board of Directors views the importance of the adequacy of the governance system not only in the context of regulatory compliance, but also in terms of agility, adaptability, and effectiveness of risk prevention, including the risk of fraud. Therefore, we will continue to strengthen internal control mechanisms, increase digitalization in the supervision process, and build a culture of integrity at all levels of the organization. Therefore, the corporate governance system will always be relevant, adequate, and able to support the achievement of PT KAI (Persero)'s strategic goals in a sustainable manner.

#### BOARD OF DIRECTORS' VIEWS ON THE PERFORMANCE OF SUPPORTING COMMITTEES

The Board of Directors views that the Supporting Committees have a strategic role as a support system in the implementation of Good Corporate Governance (GCG), especially in providing objective reviews, input, and recommendations to support the right and measurable decision-making process

The Committee is a vital part in supporting the achievement of the Company's goals. At PT KAI (Persero), there are 4 supporting committees, namely the Remuneration Committee, Audit Committee, Risk Management Monitoring Committee, and Integrated Governance Committee. The duties of the Supporting Committees as a support system in the implementation of GCG are strategic in supporting the decision-making process of the Board of Directors/Management. The Supporting Committees have acted adaptively and responsively to problems or opportunities faced by the company.

In carrying out its duties, the Board of Directors supervises the Supporting Committees through:

##### a. Periodic Reports

The Committee is required to submit periodic activity reports, evaluation results, and recommendations to the Board of Directors (monthly, quarterly, or as needed). This report is the basis for the Board of Directors' evaluation of the effectiveness and contribution of the Committee to the company's goals.

**b. Rapat Evaluasi Kinerja**

Direksi mengadakan rapat kerja dengan masing-masing komite untuk membahas capaian, hambatan, dan tindak lanjut dari rekomendasi yang telah diberikan.

Notulen dan tindak lanjut hasil rapat ini dimonitor secara ketat oleh Sekretariat Perusahaan atau unit pengendalian internal.

**c. Audit Internal dan Eksternal**

Unit Audit Internal melakukan evaluasi independen terhadap pelaksanaan kerja komite sesuai dengan GCG dan KPI yang telah ditetapkan. Hasil audit juga digunakan oleh Direksi sebagai bahan untuk pengambilan keputusan mengenai perbaikan, pembubaran, atau penguatan fungsi komite.

**d. Penggunaan Key Performance Indicators (KPI)**

Setiap komite biasanya memiliki KPI yang selaras dengan sasaran strategis Direksi dan Rencana Jangka Panjang Perusahaan (RJPP). Evaluasi pencapaian KPI menjadi dasar obyektif untuk menilai efektivitas kinerja komite.

**b. Performance Evaluation Meeting**

The Board of Directors holds a working meeting with each committee to discuss achievements, obstacles, and follow-up to recommendations that have been given.

The minutes and follow-up to the results of this meeting are closely monitored by the Company Secretariat or internal control unit.

**c. Internal and External Audit**

The Internal Audit Unit conducts an independent evaluation of the implementation of the committee's work in accordance with the established GCG and KPIs. The audit results are also used by the Board of Directors as material for decision-making regarding improvements, dissolution, or strengthening of the committee's function.

**d. Use of Key Performance Indicators (KPI)**

Each committee usually has KPIs that are in line with the Board of Directors' strategic objectives and the Company's Long-Term Plan (RJPP). Evaluation of KPI achievement is an objective basis for assessing the effectiveness of the committee's performance.

**Kinerja Keberlanjutan [OJK D.1]**

*Sustainability Performance [OJK D.1]*

Dalam menjalankan kegiatan usahanya, PT KAI (Persero) juga turut serta mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Hal ini dikarenakan, kesinambungan transportasi kereta api dengan efisiensi energi dan pengurangan emisi gas rumah kaca sejalan dengan konsep ramah lingkungan. Keunggulan kereta api yang memiliki kapasitas lebih besar serta mampu menghasilkan emisi gas rumah kaca yang lebih rendah dibandingkan dengan transportasi lain, membuatnya menjadi pilihan yang tepat bagi masyarakat yang membutuhkan ruang transportasi umum sekaligus mendukung terciptanya lingkungan yang sehat.

Kinerja keberlanjutan perusahaan dari investasi sangat baik dan optimis dimana pertumbuhan investasi tumbuh lebih dari 50% di tahun 2024. Selain itu, PT KAI (Persero) juga terus memperkuat komitmen dan kinerja dalam praktik bisnis berkelanjutan, terbukti dari pencapaian skor ESG sebesar 41 dari S&P Global pada 18 Desember 2024.

In carrying out its business activities, PT KAI (Persero) also supports the achievement of Sustainable Development Goals (SDGs). This is due to the railway transportation sustainability, with energy efficiency and reduced greenhouse gas emissions is in line with the environmentally friendly concept. The advantages of trains that have a larger capacity and are able to produce lower greenhouse gas emissions compared to other transportation, make them the correct option for people who need public transportation space while supporting the creation of a healthy environment.

The Company's sustainability performance from investment is excellent and optimistic where investment growth will grow by more than 50% in 2024. In addition, PT KAI (Persero) also continues to strengthen its commitment and performance in sustainable business practices, as evidenced by the achievement of an ESG score of 41 from S&P Global on December 18, 2024.



Di sepanjang tahun 2024, KAI telah melaksanakan sejumlah inisiatif terkait aspek berkelanjutan. Inisiatif ini sejalan dengan Rencana Program Kerja Keberlanjutan KAI tahun 2024. Implementasi dan pencapaian kinerja keberlanjutan KAI di tahun 2024 adalah sebagai berikut:

## 1. Lingkungan

Langkah keberlanjutan di bidang lingkungan hidup yang dilakukan perusahaan dilakukan secara berkala setiap tahun melalui penanaman pohon baik secara program dari perusahaan dan kegiatan bantuan CSR. Pada tahun 2024 terdapat penanaman pohon dengan total 5.216 di seluruh KAI grup dan juga untuk eksternal/program CSR.

Dalam efisiensi energi yang dilakukan perusahaan adalah peralihan penggunaan B100 menjadi B30 pada tahun 2023, B35 pada tahun 2024 dan pada tahun 2025 menjadi B40. Hal ini sebagai bentuk peralihan dari energi bahan bakar fosil menjadi bahan bakar dari hayati. Selain itu untuk efisiensi penggunaan listrik beberapa stasiun dan balai yasa telah memasang panel surya untuk mengurangi konsumsi penggunaan listrik serta fitur *face recognition* dan *eboarding* juga mengurangi penggunaan kertas untuk tiket. Sedangkan di kantor penggunaan RDS untuk proses bersurat internal perusahaan juga mengurangi penggunaan kertas secara signifikan.

Aktivitas lainnya yang dilakukan KAI di bidang lingkungan hidup, antara lain:

- Penyediaan *Water Station* di Stasiun;
- Penerapan Teknologi *Face Recognition*;
- Penanaman Pohon;
- Pemanfaatan Energi Baru Terbarukan (EBT): Implementasi PLTS;
- Implementasi dan *Monitoring* Pembatasan Penggunaan Plastik dan Kertas di Lingkungan KAI Group;
- Perhitungan dan menu *Fitur Carbon Footprint* untuk Penumpang Kereta Api;
- Pelaksanaan Uji Terap B40 Sektor Kereta Api;
- Pilot *Project Green Building* dan Sertifikasi EDGE; dan
- Penilaian *Life Cycle Assessment* (LCA) dengan BRIN.

## 2. Sosial

- Kegiatan CSR: *Program Rail Clinic* dan *Rail Library*;
- Peresmian *Rail Kids Daycare* PT KAI;
- Komitmen Direksi KAI Tentang Penerapan Kebijakan Hak Asasi Manusia (HAM);
- Penyusunan *Contractor Safety Management System* (CSMS); dan
- Melakukan pemberdayaan UMK.

Throughout 2024, KAI implemented several initiatives related to sustainable aspects, which were in line with the KAI Sustainability Work Program Plan for 2024. The implementation and achievement of KAI's sustainability performance in 2024 are as follows:

## 1. Environment

The Company's sustainability measures in the environmental sector are carried out periodically every year through tree planting, both through company programs and CSR assistance activities. In 2024, there were a total of 5,216 tree plantings throughout the KAI group and also for external/CSR programs.

In terms of energy efficiency, the Company switched from using B100 to B30 in 2023, B35 in 2024 and to B40 in 2025. This is a form of transition from fossil fuel energy to biofuels. In addition, for the efficiency of electricity use, several stations and service centers have installed solar panels to reduce electricity consumption and the *face recognition* and *eboarding* features also reduce paper use for tickets. Meanwhile, in the office, the use of RDS for the Company's internal letter process also reduces paper use significantly.

Other activities carried out by KAI in the environmental sector include:

- Provision of *Water Stations* at Stations;
- Application of *Face Recognition Technology*;
- Tree Planting;
- Utilization of New Renewable Energy (EBT): Implementation of PLTS;
- Implementation and Monitoring of Plastic and Paper Usage Restrictions in the KAI Group Environment;
- Calculation and Carbon Footprint Feature Menu for Train Passengers;
- Implementation of B40 Application Test in the Railway Sector;
- Green Building Pilot Project and EDGE Certification; and
- Life Cycle Assessment (LCA) with BRIN.

## 2. Social

- CSR Activities: *Rail Clinic* and *Rail Library* Programs;
- Inauguration of PT KAI's *Rail Kids Daycare*;
- KAI Board of Directors' Commitment to the Implementation of Human Rights (HAM) Policy;
- Preparation of *Contractor Safety Management System* (CSMS); and
- SME Funding.

### 3. Tata Kelola

- a. Kegiatan *Benchmarking* ESG dengan Perusahaan Peers PT KAI;
- b. Asesmen Penerapan Faktor ESG pada PT KAI Tahun 2024 oleh BPKP;
- c. Penandatanganan Kebijakan Keberlanjutan PT KAI;
- d. Kebijakan Pemangku Kepentingan PT KAI;
- e. Kode Etik Keberlanjutan Pemasok;
- f. *Launching Jingle Sustainability "Kereta Api Kita Lestari"*;
- g. Rating ESG oleh S&P Global;
- h. Sosialisasi ESG ke Daop, Divre dan Anak Perusahaan;
- i. *Webinar Sustainability KAI Series 1: ESG Fundamental & Gap Analysis*;
- j. Pembuatan *Website Whistleblowing System*;
- k. Program komunikasi ESG melalui media sosial dan *press release*;
- l. Integrasi Implementasi ESG di Anak Perusahaan;
- m. Penghargaan terkait *Sustainability/ ESG*;
- n. Kerja sama dan atau undangan Lembaga Eksternal (Nasional/Global); dan
- o. Pengembangan *website sustainability*.

KAI memahami bahwa usaha untuk meningkatkan keberlanjutan kinerja akan selalu menghadapi serangkaian tantangan. Oleh karena itu, PT KAI (Persero) berkomitmen secara berkala melakukan evaluasi terhadap penerapan strategi keberlanjutan di ruang lingkup perusahaan. Hal ini dilakukan dengan tujuan untuk memastikan seluruh inisiasi yang disusun masih relevan dan berdampak positif terhadap pertumbuhan bisnis Perseroan, termasuk pemberian manfaat kepada seluruh pemangku kepentingan.

### INOVASI BERKELANJUTAN

Upaya dan komitmen keberlanjutan PT KAI (Persero) diwujudkan dengan melakukan pengembangan dan inovasi berkelanjutan. Upaya inovasi keberlanjutan yang dilakukan di antaranya:

- a. Penyediaan *water station*.
- b. Pemanfaatan Energi Baru Terbarukan (EBT): Implementasi PLTS.
- c. Penerapan teknologi *face recognition*.
- d. Perhitungan *Carbon Footprint* di tiket penumpang KA.
- e. Pelaksanaan Uji Terap B40 Sektor Kereta Api.
- f. Penilaian *Life Cycle Assessment (LCA)* untuk KA Perkotaan.

### 3. Governance

- a. ESG *Benchmarking* Activities with PT KAI Peers Companies;
- b. Assessment of ESG Factor Implementation at PT KAI in 2024 by BPKP;
- c. Signing of PT KAI Sustainability Policy;
- d. PT KAI Stakeholder Policy;
- e. Supplier Sustainability Code of Ethics;
- f. Launching of Sustainability Jingle "Kereta Api Kita Lestari";
- g. ESG Rating by S&P Global;
- h. ESG Dissemination to Operational Areas, Regional Divisions, and Subsidiaries;
- i. KAI Sustainability Webinar Series 1: ESG Fundamental & Gap Analysis;
- j. Creation of a Whistleblowing System Website;
- k. ESG communication program through social media and press releases;
- l. Integration of ESG Implementation in Subsidiaries;
- m. Awards related to Sustainability/ ESG;
- n. Cooperation and or invitation of External Institutions (National/Global); and
- o. Development of sustainability website.

KAI understands that efforts to improve performance sustainability will always face a series of challenges. Therefore, PT KAI (Persero) is committed to periodically evaluating the implementation of sustainability strategies within the Company, which is done to ensure that all initiatives prepared are still relevant and have a positive impact on the Company's business growth, including providing benefits to all stakeholders.

### Sustainable Innovation

PT KAI (Persero)'s sustainability efforts and commitments are realized by carrying out sustainable development and innovation. Sustainable innovation efforts carried out include:

- a. Provision of water stations.
- b. Utilization of New Renewable Energy (NRE): Implementation of PLTS.
- c. Application of face recognition technology.
- d. Calculation of Carbon Footprint on train passenger tickets.
- e. Implementation of B40 Application Test in the Railway Sector.
- f. Assessment of Life Cycle Assessment (LCA) for Urban Trains.

- g. Rail Kids Day Care.
- h. Komitmen Direksi KAI Tentang Penerapan Kebijakan HAM.
- i. Penyusunan *Contractor Safety Management System* (CSMS).
- j. Kegiatan *Benchmarking* ESG dengan Perusahaan *Peers* PT KAI.
- k. Penerbitan Kebijakan Keberlanjutan.
- l. Kebijakan Pemangku Kepentingan.
- m. Kode Etik Keberlanjutan Pemasok.
- n. Rating ESG oleh S&P Global.
- o. Integrasi Implementasi ESG di Anak Perusahaan.
- p. Pengembangan *website sustainability*.

- g. Rail Kids Day Care.
- h. Commitment of the KAI Board of Directors Regarding the Implementation of Human Rights Policies.
- i. Preparation of the Contractor Safety Management System (CSMS).
- j. ESG Benchmarking Activities with PT KAI Peers Companies.
- k. Issuance of Sustainability Policies.
- l. Stakeholder Policies.
- m. Supplier Sustainability Code of Ethics.
- n. ESG Rating by S&P Global.
- o. Integration of ESG Implementation in Subsidiaries.
- p. Development of sustainability website.

## Perubahan Komposisi Anggota Direksi

*Changes in the Composition of the Board of Directors*

Hingga 31 Desember 2024, terdapat perubahan komposisi anggota Direksi PT KAI (Persero). Informasi susunan komposisi anggota Direksi KAI di tahun 2024 adalah sebagai berikut:

As of December 31, 2024, there have been changes in the composition of the members of the Board of Directors of PT KAI (Persero). Information on the composition of the members of the Board of Directors of KAI in 2024 is as follows:

| Nama /<br>Name            | Jabatan /<br>Position                                                                                                        | Dasar Pengangkatan /<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                       |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Didiek Hartantyo          | Direktur Utama / President Director                                                                                          | Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021                                                                                                                                                                                                              |
| Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                                                                               | Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022                                                                                                                                                                                                                  |
| Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operations                                                                           | Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024                                                                                                                                                                                                               |
| Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                         | Keputusan Menteri No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Ministerial Decree No. SK-89/MBU/03/2022 dated March 31, 2022                                                                                                                                                                                                                                                      |
| John Robertho             | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024                                                                                                                                                                                                               |
| Sandry Pasambuna*         | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | <ul style="list-style-type: none"><li>• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-89/MBU/03/2022 dated March 31, 2022</li><li>• Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on SK-62/MBU/04/2024 dated March 5, 2024</li></ul> |
| Dadan Rudiansyah          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024                                                                                                                                                                                                                    |
| Suparno*                  | Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs                                               | <ul style="list-style-type: none"><li>• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-89/MBU/03/2022 dated March 31, 2022</li><li>• Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on SK-62/MBU/04/2024 dated March 5, 2024</li></ul> |

| Nama /<br>Name    | Jabatan /<br>Position                                                                                               | Dasar Pengangkatan /<br>Basis of Appointment                                                                                                                              |
|-------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rosma Handayani   | Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs                                      | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024           |
| Rudi As Aturridha | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations | Keputusan Menteri BUMN No. SK-322/MBU/11/2023 tanggal 28 November 2023 / Decree of the Minister of State-Owned Enterprises No. SK-322/MBU/11/2023 dated November 28, 2023 |
| Salusra Wijaya    | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                           | Keputusan Menteri BUMN SK-236/MBU/08/2020 tanggal 14 Juli 2020 / Decree of the Minister of State-Owned Enterprises SK-236/MBU/08/2020 dated July 14, 2020                 |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Resigned based on the Decree of the Minister of SOEs No. SK-62/MBU/03/2024 dated March 5, 2024

## Penutup

### Closing

Direksi menyampaikan terima kasih dan apresiasi setinggi-tingginya kepada seluruh pemangku kepentingan, terutama manajemen dan pekerja yang telah memberikan kepercayaan, komitmen, kerja keras, loyalitas, dan kerja samanya. Di tahun 2024, KAI mampu memperoleh kinerja yang memuaskan dengan kinerja terbaik.

Direksi juga mengucapkan terima kasih kepada Dewan Komisaris, dengan segala pengawasan, nasihat dan rekomendasi yang diberikan, Direksi mampu menjalankan operasional dengan baik dan memenuhi target yang telah ditentukan di awal tahun.

Direksi berharap, segala perjalanan dan capaian yang terjadi di sepanjang tahun 2024, KAI dapat melangkah bersama untuk menghadapi segala tantangan yang terjadi. KAI senantiasa akan terus meningkatkan dan mengoptimalkan potensi terbaik di setiap tahunnya. Sehingga diharapkan KAI dapat terus tumbuh secara berkelanjutan dan memberikan layanan terbaik kepada masyarakat di seluruh wilayah di Indonesia.

The Board of Directors would like to express its deepest gratitude and appreciation to all stakeholders, namely management and employees, who have given their trust, commitment, hard work, loyalty, and cooperation. KAI managed to achieve satisfactory performance with the best performance in 2024.

The Board of Directors would also like to thank the Board of Commissioners for the supervision, advice, and recommendations it provided, allowing the Board of Directors to carry out operations well and meet the targets that had been determined at the beginning of the year.

The Board of Directors expects that with all the journeys and achievements occurring throughout 2024, KAI can move forward together to face all challenges that transpire. KAI will continue to improve and optimize its best potential each year. Thus, it is hoped that KAI can continue to grow sustainably and provide the best service to the community throughout Indonesia.

Bandung, Juni 2025 / June, 2025

Atas Nama Direksi / On Behalf of the Board of Directors

**DIDIEK HARTANTYO**

Direktur Utama  
President Director



# Laporan Dewan Komisaris

## Board of Commissioners' Report



### Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Our Esteemed Shareholders and Stakeholders,

Puji syukur kami panjatkan kepada Tuhan Yang Maha Esa, atas rahmat dan karunia-Nya PT Kereta Api Indonesia (Persero) berhasil mencatatkan kinerja yang positif selama periode 2024. Bersamaan dengan itu, seluruh Dewan Komisaris juga telah menjalankan tugas dan tanggung jawabnya untuk melakukan pengawasan atas kinerja Direksi. Pada tahun ini kami berupaya menghadirkan layanan yang lebih berkualitas dengan meningkatkan kenyamanan dan keamanan bagi para pengguna.

Kami memahami, perkembangan zaman dan perubahan gaya hidup masyarakat merupakan sebuah tantangan yang perlu dikaji dan disesuaikan dengan layanan yang diberikan oleh KAI. Oleh karena itu, kami mengapresiasi setiap kebijakan yang dilaksanakan oleh Direksi selama tahun 2024. Sehingga Perseroan berhasil adaptif dan memiliki daya saing yang tinggi di bidang transportasi perkeretaapian di Indonesia.

Melalui Laporan ini, kami akan menyampaikan informasi mengenai pengawasan yang telah Dewan Komisaris lakukan secara independen, sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik terhadap pengelolaan Perseroan yang dilakukan oleh Direksi selama periode 2024, dalam rangka mencapai tujuan Rencana Kerja Anggaran Perusahaan (RKAP) 2024. Laporan ini juga mencerminkan komitmen kami terhadap transparansi dan akuntabilitas, serta memastikan bahwa KAI dapat terus berkembang secara berkelanjutan.

## Tinjauan Ekonomi 2024

### 2024 Economic Overview

Dewan Komisaris memandang kondisi ekonomi nasional dan global pada tahun 2024 dengan optimisme dan hati-hati, mengingat pemulihan ekonomi domestik yang didukung oleh konsumsi dan investasi infrastruktur, namun tetap waspada terhadap tantangan seperti inflasi, fluktuasi harga energi, dan ketegangan geopolitik yang berpotensi mempengaruhi stabilitas ekonomi.

We begin by expressing our sincere gratitude to the Almighty God for His blessings, which enabled PT Kereta Api Indonesia (Persero) to achieve positive performance throughout 2024. Concurrently, the Board of Commissioners has diligently fulfilled its oversight responsibilities to monitor the execution of duties by the Board of Directors. This year, we strived to elevate service quality by prioritizing passenger comfort and safety.

We recognize that evolving societal trends and lifestyle changes present challenges requiring careful assessment and alignment with our services. Thus, we commend the strategic policies implemented by the Board of Directors in 2024, which strengthened the Company's adaptability and competitive edge in Indonesia's railway transportation sector.

This Report outlines the Board of Commissioners' independent oversight activities, conducted in adherence to good corporate governance principles, to ensure effective management by the Board of Directors in achieving the 2024 Work Plan and Corporate Budget (RKAP) targets. This report reflects our unwavering commitment to transparency, accountability, and sustainable growth—cornerstones of KAI's long-term success.

The Board of Commissioners views the 2024 national and global economic conditions with cautious optimism. While domestic recovery remains supported by consumption and infrastructure investment, we remain vigilant against challenges such as inflation, energy price volatility, and geopolitical tensions that may impact economic stability.

Laporan Dewan Komisaris  
*Board of Commissioners' Report*



**SAID AQIL SIROJ**

**Komisaris Utama/Komisaris Independen**  
President Commissioner/Independent Commissioner



Berdasarkan World Economic Outlook (WEO) yang dirilis oleh Internasional Monetary Fund (IMF), di tahun 2024 pertumbuhan ekonomi global hanya mencapai 3,2%. Perlambatan ini dipicu oleh melemahnya pertumbuhan ekonomi di negara-negara maju yang hanya tumbuh mencapai 1,8% yang diakibatkan oleh kebijakan fiskal dan moneter serta gejolak geopolitik di sepanjang tahun 2024. Namun, terlihat adanya pertumbuhan ekonomi di sejumlah negara berkembang sebesar 4,2%.

Pada ruang lingkup domestik, Badan Pusat Statistik (BPS) melaporkan pertumbuhan ekonomi nasional tumbuh sebesar 5,03%. Keberhasilan ini didorong oleh laju pertumbuhan di sejumlah sektor industri, serta didukung oleh permintaan domestik yang tetap stabil dan pemulihan permintaan global. Seiring dengan pencapaian ini, laju inflasi nasional juga berhasil ditekan menjadi 1,57% (YoY) pada tahun 2024. Keberhasilan ini menjadi wujud nyata sinergi pemerintah bersama Bank Indonesia dalam mengelola kebijakan moneter dan fiskal, sehingga dapat mengendalikan inflasi dari tingkat pusat sampai daerah.

Di sektor transportasi, Dewan Komisaris memandang PT KAI (Persero) sebagai Badan Usaha Milik Negara (BUMN) yang secara terus berkontribusi untuk negeri. Oleh karena itu, Dewan Komisaris mendorong PT KAI (Persero) untuk fokus pada transformasi bisnis, digital, dan operasional melalui optimalisasi kualitas pelayanan, peningkatan efisiensi, dan pengembangan teknologi serta sumber daya manusia, dengan keyakinan bahwa strategi dan pengelolaan risiko yang baik. Sehingga memungkinkan PT KAI (Persero) mampu mengatasi tantangan dan memanfaatkan peluang untuk terus tumbuh dan berkembang secara berkelanjutan.

## Penilaian Terhadap Kinerja Direksi

*Assessment of the Board of Directors' Performance*

Dalam rangka menjalankan fungsi pengawasan dan memastikan penyelenggaraan kegiatan usaha yang baik, Dewan Komisaris secara konsisten melakukan penilaian terhadap kinerja Direksi sebagai organ pengelola PT KAI (Persero). Penilaian ini dilakukan secara berkala melalui rapat gabungan Dewan Komisaris dan Direksi, dengan menggunakan parameter yang mencakup pencapaian kinerja produksi, operasional, keuangan, dan investasi perusahaan.

According to the International Monetary Fund (IMF)'s World Economic Outlook (WEO), global economic growth in 2024 reached only 3.2%. This slowdown was driven by weakened growth in advanced economies, which expanded by just 1.8% due to fiscal and monetary policy adjustments and ongoing geopolitical uncertainties. In contrast, emerging markets demonstrated stronger growth at 4.2%.

On the domestic front, Statistics Indonesia (BPS) reported national economic growth reaching 5.03%. This success was driven by growth acceleration in several industrial sectors, supported by stable domestic demand and recovering global demand. Alongside this achievement, national inflation rate was successfully controlled at 1.57% (YoY) in 2024. This success demonstrates tangible synergy between the government and Bank Indonesia in managing monetary and fiscal policies, enabling inflation control from the central to regional levels.

In the transportation sector, the Board of Commissioners recognizes PT KAI (Persero) as a State-Owned Enterprise (SOE) that continues to deliver significant national contributions. Accordingly, the Board urges PT KAI (Persero) to prioritize business, digital, and operational transformation through service quality optimization, efficiency improvements, and technological and human capital development. With robust strategies and risk management, PT KAI (Persero) is well-positioned to navigate challenges, capitalize on opportunities, and achieve sustainable growth.

In carrying out its supervisory function and ensuring sound business operations, the Board of Commissioners consistently evaluates the performance of the Board of Directors as the governing body of PT KAI (Persero). This assessment is conducted periodically through joint meetings of the Board of Commissioners and the Board of Directors, using parameters that encompass production, operational, financial, and investment performance.

Dari sisi produksi, Dewan Komisaris mencatat bahwa sepanjang tahun 2024, PT KAI (Persero) menunjukkan pertumbuhan yang positif. Volume angkutan penumpang mencapai 453,34 juta orang, atau setara 103,0% dari target RKAP 2024, serta meningkat sebesar 16,6% dibandingkan realisasi tahun 2023. Peningkatan serupa juga tercermin pada volume angkutan barang yang mencapai 69,20 juta ton atau 101,3% dari RKAP 2024, naik 8,6% dari tahun sebelumnya. Capaian ini menunjukkan efektivitas Direksi dalam mengelola layanan transportasi secara optimal dan adaptif terhadap kebutuhan pasar.

Kinerja operasional perusahaan juga menunjukkan tren perbaikan yang positif. Sejumlah indikator utama mencerminkan peningkatan efisiensi dan keandalan layanan, dengan realisasi kinerja yang umumnya berada di bawah batas toleransi yang telah ditetapkan. Hal ini menunjukkan bahwa operasional perusahaan dikelola secara lebih optimal, dengan perbaikan pada aspek ketepatan waktu, keandalan, dan efisiensi perputaran aset operasional. Capaian tersebut menjadi indikasi bahwa Direksi berhasil menjaga kualitas operasional secara konsisten dalam mendukung peningkatan kinerja perusahaan secara keseluruhan.

Bersamaan dengan kinerja produksi dan operasional yang baik, Dewan Komisaris turut mencermati kinerja keuangan PT KAI (Persero) pada tahun 2024 yang juga mengalami peningkatan dibandingkan tahun sebelumnya di tengah tantangan yang sedang dihadapi. Pendapatan perusahaan tercatat sebesar Rp35,93 triliun atau 108,3% dari RKAP 2024, meningkat 29,4% dibandingkan tahun 2023. Beban usaha mencapai Rp28,32 triliun atau 102,8% dari RKAP, naik 18,5% dari tahun sebelumnya. Laba yang diatribusikan kepada pemilik entitas induk sebesar Rp2,21 triliun atau 183,5% dari RKAP 2024, mengalami peningkatan 18,0% dibandingkan tahun lalu. Total aset perusahaan juga tumbuh menjadi Rp97,10 triliun, melampaui target RKAP dan mencatatkan kenaikan sebesar 19,3% dari posisi tahun sebelumnya. Pencapaian ini menunjukkan pengelolaan keuangan yang hati-hati dan berorientasi pada keberlanjutan.

From a production standpoint, the Board of Commissioners noted that throughout 2024, PT KAI (Persero) demonstrated positive growth. Passenger transport volume reached 453.34 million, or 103.0% of the 2024 RKAP (Work Plan and Budget) target, reflecting a 16.6% increase compared to 2023. Similarly, freight transport volume reached 69.20 million tons, achieving 101.3% of the 2024 RKAP target and marking an 8.6% year-on-year growth. These achievements demonstrate the Board of Directors' effectiveness in managing transportation services optimally and responsively to market demands.

The Company's operational performance also demonstrated a positive improvement trend. Key indicators reflected enhanced efficiency and service reliability, with most performance metrics remaining within established tolerance limits. This indicates that operations were managed more optimally, with improvements in punctuality, reliability, and operational asset turnover efficiency. Such achievements signify that the Board of Directors successfully maintained consistent operational quality in supporting overall corporate performance.

Alongside strong production and operational performance, the Board of Commissioners also observed PT KAI (Persero)'s improved financial performance in 2024 despite ongoing challenges. The Company recorded revenues of Rp35.93 trillion, or 108.3% of the 2024 RKAP, a 29.4% increase from 2023. Operating expenses reached Rp28.32 trillion, or 102.8% of the RKAP, an increase of 18.5% year-on-year. Income attributable to the parent entity amounted to Rp2.21 trillion, achieving 183.5% of the 2024 RKAP and reflecting an 18.0% increase from the previous year. Total assets also grew to Rp97.10 trillion, surpassing the RKAP target and marking a 19.3% increase from the previous year. These results demonstrate prudent and sustainability-oriented financial management.



Dalam aspek investasi, PT KAI (Persero) mencatatkan pertumbuhan nilai investasi yang positif dibandingkan tahun sebelumnya. Realisasi investasi mencapai Rp11,07 triliun, meningkat 3,5% dibandingkan tahun 2023. Capaian ini mencerminkan komitmen Direksi dalam memperkuat pembangunan infrastruktur dan mendukung pengembangan bisnis jangka panjang secara berkelanjutan, sebagai bagian dari strategi transformasi dan peningkatan daya saing perusahaan.

Dewan Komisaris juga menilai bahwa Direksi telah menjalankan prinsip kehati-hatian dalam pengelolaan keuangan dan risiko, serta menunjukkan respons yang cepat dan tepat terhadap dinamika industri. Direksi mampu merumuskan kebijakan dan strategi yang adaptif, termasuk mengintegrasikan aspek keberlanjutan dan inovasi ke dalam rencana bisnis, serta mengelola risiko yang timbul, termasuk yang berkaitan dengan penugasan pemerintah dan Proyek Strategis Nasional (PSN).

Tahun 2024 merupakan periode penting bagi PT KAI (Persero), seiring dengan dimulainya operasional penuh dua proyek strategis nasional, yaitu LRT Jabodebek dan Kereta Cepat Jakarta-Bandung (KCJB) atau Whoosh, yang sebelumnya telah diresmikan pada tahun 2023. LRT Jabodebek menjadi transportasi urban pertama di Indonesia yang menggunakan teknologi CBTC dengan sistem operasi GoA 3 (driverless), yang diresmikan oleh Presiden Republik Indonesia pada 28 Agustus 2023. Sementara itu, PT KAI (Persero) juga ditunjuk oleh Pemerintah sebagai pimpinan konsorsium BUMN dalam mempercepat penyelesaian proyek KCJB, yang merupakan proyek kereta cepat pertama di Indonesia dan Asia Tenggara, diresmikan pengoperasiannya pada 2 Oktober 2023. Keberhasilan ini menjadi pencapaian strategis yang tidak hanya memperkuat peran PT KAI (Persero) dalam ekosistem transportasi nasional, namun juga memperkuat posisi Indonesia di tingkat regional dalam bidang infrastruktur perkeretaapian.

Atas dasar keseluruhan capaian tersebut, Dewan Komisaris memberikan apresiasi atas kinerja Direksi dalam mengelola PT KAI (Persero) sepanjang tahun 2024. Direksi dinilai telah menjalankan tugasnya secara profesional, berintegritas, dan berorientasi pada hasil yang berkelanjutan. Kendati demikian, Dewan Komisaris memandang bahwa capaian tersebut perlu terus diiringi dengan upaya perbaikan dan

In terms of investment, PT KAI (Persero) recorded positive growth in investment value compared to the previous year. Investment realization reached Rp11.07 trillion, a 3.5% increase from 2023. This reflects the Board of Directors' commitment to strengthening infrastructure development and supporting sustainable long-term business growth as part of the Company's transformation and competitiveness enhancement strategy.

The Board of Commissioners also assessed that the Board of Directors exercised prudence in financial and risk management while demonstrating swift and appropriate responses to industry dynamics. The Board of Directors successfully formulated adaptive policies and strategies, integrating sustainability and innovation into business plans, and effectively managing risks, including those related to government assignments and National Strategic Projects (PSN).

2024 was a pivotal year for PT KAI (Persero), marked by the full operational launch of two national strategic projects: the Jabodebek LRT and the Jakarta-Bandung High-Speed Railway (KCJB) or "Whoosh," which were inaugurated in 2023. The Jabodebek LRT became Indonesia's first urban transport system to utilize CBTC technology with GoA 3 (driverless) operation, officially launched by the President of the Republic of Indonesia on August 28, 2023. Meanwhile, PT KAI (Persero) was appointed by the Government as the leader of a state-owned enterprise (SOE) consortium to accelerate the completion of the KCJB project, Indonesia's and Southeast Asia's first high-speed railway, which commenced operations on October 2, 2023. These successes represent strategic milestones that not only reinforce PT KAI (Persero)'s role in the national transportation ecosystem but also strengthen Indonesia's regional standing in railway infrastructure.

Based on these comprehensive achievements, the Board of Commissioners commends the Board of Directors for their management of PT KAI (Persero) throughout 2024. The Board of Directors is deemed to have executed its duties professionally, with integrity, and a focus on sustainable results. Nevertheless, the Board of Commissioners emphasizes that these accomplishments must be accompanied by continuous

penyempurnaan secara berkelanjutan guna mengantisipasi berbagai tantangan dan risiko ke depan, serta menjaga kesinambungan pertumbuhan kinerja PT KAI (Persero). Dewan Komisaris berharap Direksi senantiasa melanjutkan langkah-langkah strategis dan inovatif untuk mendorong peningkatan pendapatan, mutu layanan, keselamatan, serta daya saing perusahaan, demi mewujudkan pertumbuhan yang berkelanjutan dan memberikan nilai tambah bagi pemegang saham serta seluruh pemangku kepentingan.

## Kendala yang Dihadapi oleh Dewan Komisaris

*Challenges Faced by the Board of Commissioners*

Operasional yang dijalankan di sepanjang tahun 2024 tak luput dari kendala dan tantangan. Dewan Komisaris mencermati di tahun 2024, kendala yang dihadapi meliputi keterbatasan akses informasi yang lengkap dan *real-time* terkait operasional perusahaan, kompleksitas pengelolaan PSN yang melibatkan berbagai pemangku kepentingan, serta dinamika perubahan regulasi yang membutuhkan penyesuaian cepat dalam tata kelola perusahaan. Selain itu, tantangan komunikasi dan koordinasi dengan Direksi dan organ pendukung lainnya juga sewaktu-waktu menjadi hambatan dalam memastikan pengawasan yang optimal.

Sebagai bentuk respons terhadap tantangan tersebut, Dewan Komisaris melakukan sejumlah langkah strategis. Dewan Komisaris meningkatkan intensitas komunikasi dengan Direksi melalui penyelenggaraan rapat rutin dan pembahasan agenda strategis secara berkala. Selain itu, penguatan fungsi komite-komite di bawah Dewan Komisaris dilakukan dengan memperluas cakupan telaahan dan memperdalam substansi rekomendasi. Dewan Komisaris juga mendorong implementasi sistem pelaporan yang terintegrasi dan transparan. Upaya ini dilakukan untuk meningkatkan komunikasi dan menjalin hubungan baik kepada setiap organ.

Lebih lanjut, Dewan Komisaris juga terus berupaya memperkuat kapasitas internalnya melalui partisipasi aktif dalam pelatihan, seminar, dan program pengembangan kompetensi yang relevan. Langkah ini penting untuk menjaga dan meningkatkan kapabilitas pengawasan, serta memperkuat kemampuan adaptasi terhadap perubahan regulasi, tren industri, dan tantangan global yang dinamis.

improvement efforts to anticipate future challenges and risks, ensuring the sustainability of PT KAI (Persero)'s performance growth. The Board of Commissioners expects the Board of Directors to persist in implementing strategic and innovative measures to enhance revenue, service quality, safety, and corporate competitiveness, thereby achieving sustainable growth and delivering added value to shareholders and all stakeholders.

The operations carried out throughout 2024 were not without obstacles and challenges. The Board of Commissioners observed that the challenges faced in 2024 included limited access to comprehensive and real-time information regarding company operations, the complexity of managing National Strategic Projects (PSN) involving multiple stakeholders, and the dynamic changes in regulations requiring swift adjustments in corporate governance. Additionally, communication and coordination challenges with the Board of Directors and other supporting organs occasionally hindered optimal oversight.

In response to these challenges, the Board of Commissioners implemented several strategic measures. The Board increased the frequency of communication with the Board of Directors through regular meetings and periodic discussions on strategic agendas. Furthermore, the Board of Commissioners strengthened the functions of its committees by expanding the scope of reviews and deepening the substance of recommendations. The Board of Commissioners also encouraged the implementation of an integrated and transparent reporting system. These efforts were undertaken to enhance communication and foster strong relationships with each corporate organ.

Moreover, the Board of Commissioners continued to strengthen its internal capacity through active participation in relevant training programs, seminars, and competency development initiatives. This step was essential to maintaining and enhancing oversight capabilities while reinforcing adaptability to regulatory changes, industry trends, and dynamic global challenges.

Dengan strategi tersebut, Dewan Komisaris menilai bahwa tantangan yang dihadapi sepanjang tahun 2024 telah berhasil dikelola dengan baik. Berbagai kendala tersebut menjadi bahan evaluasi yang konstruktif dan mendorong lahirnya langkah-langkah improvisasi untuk perbaikan berkelanjutan.

Keberhasilan Dewan Komisaris dalam mengelola tantangan ini telah memperkuat peran dan fungsi pengawasan sebagai organ perusahaan yang solid, adaptif, dan responsif. Hal ini berkontribusi langsung terhadap terciptanya sistem pengawasan yang lebih efektif, efisien, dan bernilai tambah dalam mendukung keberhasilan perusahaan mencapai tujuan strategisnya.

Through these strategies, the Board of Commissioners assessed that the challenges faced throughout 2024 had been effectively managed. These obstacles served as constructive evaluation material, driving improvised measures for continuous improvement.

The Board of Commissioners' success in addressing these challenges has reinforced its role and oversight function as a solid, adaptive, and responsive corporate organ. This has directly contributed to establishing a more effective, efficient, and value-added oversight system, supporting the Company's achievement of its strategic objectives.

## Pengawasan Dewan Komisaris Dalam Perumusan dan Implementasi Strategi yang dilakukan oleh Direksi, serta Mekanisme Pemberian Nasihat

*Board of Commissioners' Supervision in Strategy Formulation and Implementation by the Board of Directors, and Advisory Mechanisms*

Sepanjang tahun 2024, Dewan Komisaris telah melaksanakan fungsi pengawasan secara optimal, disertai pemberian nasihat dan masukan konstruktif kepada Direksi. Pemberian nasihat tersebut dimaksudkan untuk menjaga kesinambungan pertumbuhan usaha serta menjadi arahan strategis bagi Direksi dalam meningkatkan efektivitas pelaksanaan tugas dan tanggung jawabnya.

Dalam pelaksanaannya, Dewan Komisaris memiliki mekanisme yang memadai untuk memberikan nasihat kepada Direksi, antara lain melalui rapat koordinasi rutin antara Dewan Komisaris dan Direksi, yakni dalam bentuk Rapat Gabungan Dewan Komisaris dan Direksi (*BOD-BOC Meeting*); penyampaian surat resmi dari Dewan Komisaris kepada Direksi terkait pelaksanaan strategi atau isu-isu tertentu; serta melalui laporan/rekomendasi dari komite-komite di bawah Dewan Komisaris yang dibahas dalam rapat Dewan Komisaris sebelum diteruskan kepada Direksi.

Sepanjang tahun 2024, Dewan Komisaris telah memberikan nasihat kepada Direksi dalam Rapat Gabungan Dewan Komisaris dan Direksi sebanyak 15 kali, penyampaian surat resmi sebanyak 33 surat, dan laporan/rekomendasi dari komite-komite di bawah Dewan Komisaris yang dibahas dalam rapat Dewan Komisaris sebanyak 16 kali, mencakup berbagai aspek strategis perusahaan seperti penguatan transformasi bisnis, efisiensi operasional, optimalisasi Anak Perusahaan, serta percepatan PSN yang dijalankan oleh PT KAI (Persero).

Throughout 2024, the Board of Commissioners performed its oversight function optimally while providing constructive advice and input to the Board of Directors. Such advisory guidance was intended to ensure business growth continuity and serve as strategic direction for the Board of Directors in enhancing the effectiveness of their duties and responsibilities.

In carrying out this function, the Board of Commissioners established adequate mechanisms for advising the Board of Directors, including regular coordination meetings between the Board of Commissioners and the Board of Directors in the form of Joint Meetings of the Board of Commissioners and Board of Directors; the submission of formal letters from the Board of Commissioners to the Board of Directors regarding strategy implementation or specific issues; as well as reports and recommendations from the Board's committees, which were discussed in Board of Commissioners meetings before being forwarded to the Board of Directors.

Throughout 2024, the Board of Commissioners provided advisory input to the Board of Directors through 15 Joint Meetings of the Board of Commissioners and Board of Directors, 33 formal letters, and 16 committee reports and recommendations reviewed in Board meetings. These covered various strategic aspects of the Company, including strengthening business transformation, operational efficiency, subsidiary optimization, and the acceleration of National Strategic Projects (PSN) undertaken by PT KAI (Persero).

Sebagai bagian dari pelaksanaan tugas pengawasan dan pemberian nasihat, Dewan Komisaris turut menyampaikan sejumlah saran dan arahan atas pelaksanaan kinerja Direksi selama tahun 2024, antara lain:

1. Mendorong agar pengembangan bisnis dilakukan secara selaras dengan visi, misi, RJP dan RKAP, sehingga Perusahaan tetap adaptif dan tangguh dalam menghadapi dinamika lingkungan bisnis, baik nasional maupun global;
2. Mengusulkan inisiatif strategis untuk meningkatkan angkutan penumpang dan barang, serta mengoptimalkan bisnis pendukung dan nonangkutan guna memperkuat pendapatan perusahaan;
3. Memastikan pelaksanaan perawatan sarana dan prasarana dilakukan secara rutin dan terjadwal guna menjaga keselamatan, keamanan, dan kualitas layanan prima;
4. Melakukan monitoring berkala atas program transformasi teknologi informasi agar sejalan dengan kebutuhan bisnis dan tata kelola perusahaan;
5. Mendorong koordinasi intensif terkait kebijakan IMO dan TAC dengan kementerian/lembaga terkait, serta mencari solusi agar regulasi yang berlaku tidak menimbulkan kendala hukum di kemudian hari;
6. Melakukan pengawasan atas proyek-proyek strategis, mendorong inovasi peningkatan volume penumpang, serta memitigasi risiko dampak keuangan jangka panjang;
7. Melakukan evaluasi berkala terhadap kondisi ekonomi makro dan regulasi baru yang dapat memengaruhi operasional dan keuangan perusahaan, serta menyusun mitigasi risikonya;
8. Memastikan sinergi dan keselarasan pengelolaan anak perusahaan agar berkontribusi optimal dan berkelanjutan bagi induk perusahaan;
9. Melakukan evaluasi atas rencana dan perencanaan investasi, serta mendorong realisasi investasi yang tepat sasaran dan sesuai kajian kelayakan;
10. Mengoptimalkan kerja sama pemanfaatan aset untuk meningkatkan potensi pendapatan non-operasional;
11. Memperkuat pengawasan dan penyelesaian kasus hukum strategis dan berdampak signifikan, termasuk sengketa lahan, piutang macet, dan kerja sama pihak ketiga;
12. Mendorong percepatan sertifikasi dan pengamanan aset perusahaan;
13. Mendorong percepatan penyelesaian perizinan proyek strategis serta menyelesaikan seluruh *pending matters* sesuai jadwal;

As part of its oversight and advisory duties, the Board of Commissioners also provided the following key recommendations on the Board of Directors' performance in 2024:

1. Ensuring business development aligns with the Company's vision, mission, Long-Term Plan (RJP), and Work Plan & Budget (RKAP) to maintain adaptability and resilience amid national and global business dynamics;
2. Proposing strategic initiatives to enhance passenger and freight transport services while optimizing supporting and non-transport businesses to strengthen revenue;
3. Guaranteeing scheduled and routine maintenance of facilities and infrastructure to uphold safety, security, and premium service quality;
4. Conducting periodic monitoring of IT transformation programs to ensure alignment with business needs and corporate governance standards;
5. Encouraging intensive coordination with relevant ministries/agencies on IMO and TAC policies to preempt future regulatory conflicts;
6. Overseeing strategic projects, fostering innovations to increase passenger volume, and mitigating long-term financial risks;
7. Regularly evaluating macroeconomic conditions and new regulations affecting operations and finances, along with developing risk mitigation measures;
8. Ensuring subsidiary management synergy to deliver optimal and sustainable contributions to the parent company;
9. Assessing investment plans to ensure targeted realization aligned with feasibility studies;
10. Optimizing asset utilization partnerships to enhance non-operational revenue potential;
11. Strengthening oversight and resolution of high-impact legal cases, including land disputes, non-performing receivables, and third-party collaborations;
12. Accelerating asset certification and security processes;
13. Expediting strategic project permits and resolving all pending matters per schedule;



14. Meningkatkan penerapan aplikasi SMARTKA, *Enterprise Risk Management* (ERM), serta efektivitas pengendalian internal melalui internal control testing secara berkala;
15. Mendorong penyelesaian tindak lanjut temuan auditor internal dan eksternal secara tuntas, serta mendukung implementasi *Internal Control over Financial Reporting* (ICoFR);
16. Memastikan transformasi struktur organisasi selaras dengan pengembangan SDM dan prinsip tata kelola perusahaan yang baik;
17. Mengimplementasikan program *employee well-being*, *merit system*, dan pengembangan kapasitas SDM untuk memperkuat kinerja dan budaya kerja perusahaan;
18. Mendorong penerapan kebijakan Arsitektur Sumber Daya Manusia (*Human Capital Architecture*) BUMN sebagaimana dimaksud dalam Surat Keputusan Menteri BUMN No. SK- 286/MBU/11/2024 tanggal 28 November 2024 dalam pengelolaan Sumber Daya Manusia di lingkungan Grup Perseroan;
19. Menindaklanjuti secara tuntas temuan-temuan auditor eksternal tahun 2024 dan tahun-tahun sebelumnya baik di PT KAI (Persero) maupun di anak-anak perusahaan, serta mencegah pengulangan temuan serupa melalui penegakan disiplin dan perbaikan proses; dan
20. Memastikan pelaksanaan prinsip-prinsip tata kelola perusahaan yang baik (GCG) berjalan tertib dan berkelanjutan di seluruh lini organisasi, sesuai Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
14. Enhancing the implementation of SMARTKA, *Enterprise Risk Management* (ERM), and internal control effectiveness through periodic testing;
15. Ensuring thorough follow-up on internal and external audit findings, including *Internal Control over Financial Reporting* (ICoFR) implementation;
16. Aligning organizational restructuring with human capital development and sound governance principles;
17. Implementing *employee well-being* programs, *merit systems*, and capacity-building initiatives to strengthen performance and corporate culture;
18. Adopting the SOE Human Capital Architecture policy per Minister of SOEs Decree No. SK-286/MBU/11/2024 dated November 28, 2024 across the Group's human resource management;
19. Resolving all 2024 and prior-year external audit findings at PT KAI (Persero) and subsidiaries, preventing recurrence through process improvements and disciplinary enforcement; and
20. Ensuring consistent and sustainable implementation of Good Corporate Governance (GCG) principles across all organizational levels, in compliance with Minister of SOEs Regulation No. PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

## Pandangan atas Prospek Usaha Perseroan yang Disusun oleh Direksi

*Outlook on the Company's Business Prospects Prepared by the Board Of Directors*

Keberhasilan Direksi dalam menjalankan tugas di tahun 2024 telah sesuai dengan langkah dan kebijakan strategis yang telah disusun dan ditetapkan. Lebih lanjut, untuk tahun mendatang PT KAI (Persero) telah menyusun dan menetapkan rencana kerja jangka panjang untuk tahun 2025-2029. Penyusunan ini telah disesuaikan dengan kondisi perseroan dan perekonomian global saat ini dan perkiraan di masa mendatang.

The Board of Directors' successful execution of duties in 2024 has aligned with the established strategic steps and policies. Furthermore, for the coming years, PT KAI (Persero) has prepared and established a long-term work plan for 2025-2029. This planning has been adjusted to accommodate both the Company's current condition and the global economic situation, including future projections.

Berdasarkan data Bank Dunia, memperkirakan pertumbuhan ekonomi Indonesia dapat mencapai 5,1% di tahun 2025. Hal ini membuka potensi keuangan Indonesia tetap stabil di tengah volatilitas ekonomi global yang masih terus dipengaruhi oleh geopolitik. Proyeksi ini juga didorong oleh kebijakan pemerintahan yang baru dalam mewujudkan hilirisasi industri dan Proyek Strategis Nasional (PSN) yang optimal. Selain itu, penerapan digitalisasi secara menyeluruh dan investasi di sektor-sektor strategis juga menjadi faktor pendorong lainnya yang membawa pertumbuhan ekonomi domestik di tahun mendatang.

Dalam cakupan sektor bisnis Perusahaan, Dewan Komisaris memandang prospek industri transportasi kereta api di tahun 2025 cukup menjanjikan dengan berbagai peluang dan tantangan yang harus diantisipasi secara strategis. Pertumbuhan ekonomi yang membaik serta dukungan pemerintah terhadap pengembangan infrastruktur transportasi nasional menjadi faktor pendorong utama meningkatnya permintaan layanan kereta api. Lebih lanjut, tren digitalisasi dan inovasi teknologi membuka peluang bagi PT KAI (Persero) untuk meningkatkan efisiensi operasional dan kualitas layanan, sekaligus memperluas produk dan pasar.

Di tengah peluang yang menjanjikan tersebut, Dewan Komisaris juga memahami bahwa PT KAI (Persero) sedang menghadapi tantangan yang signifikan, khususnya terkait penugasan pemerintah atau pelaksanaan PSN yang memerlukan investasi besar dengan dampak finansial yang cukup berat bagi Perusahaan. Penugasan ini berpotensi menekan likuiditas dan profitabilitas, sehingga perlu dikelola dengan hati-hati agar tidak mengganggu kesehatan keuangan Perusahaan secara keseluruhan. Oleh karena itu, Dewan Komisaris mendorong Direksi untuk memperkuat strategi adaptasi dan inovasi, meningkatkan sinergi antar Anak Perusahaan, serta fokus pada keberlanjutan dan keselamatan sebagai keunggulan kompetitif, sekaligus memastikan pengelolaan risiko keuangan yang *prudent* dalam menghadapi dinamika industri dan tuntutan penugasan di tahun 2025.

According to World Bank data, Indonesia's economic growth is projected to reach 5.1% in 2025. This indicates potential for Indonesia's financial stability amidst ongoing global economic volatility still influenced by geopolitical factors. This projection is further supported by the new government's policies in realizing industrial downstreaming and optimizing National Strategic Projects (PSN). Additionally, comprehensive digitalization implementation and investments in strategic sectors serve as other driving factors that will propel domestic economic growth in the coming year.

Within the scope of the Company's business sector, the Board of Commissioners views that the railway transportation industry prospects for 2025 appear quite promising, with various opportunities and challenges that must be strategically anticipated. Improving economic growth coupled with government support for national transportation infrastructure development serves as the main driving factor for increasing railway service demand. Moreover, digitalization trends and technological innovations present opportunities for PT KAI (Persero) to enhance operational efficiency and service quality while expanding products and markets.

Amid these promising opportunities, the Board of Commissioners also recognizes that PT KAI (Persero) faces significant challenges, particularly regarding government assignments or implementation of National Strategic Projects (PSN) that require substantial investments with considerable financial impact on the Company. These assignments may potentially pressure liquidity and profitability, thus requiring careful management to avoid compromising the Company's overall financial health. Therefore, the Board of Commissioners encourages the Board of Directors to strengthen adaptation and innovation strategies, enhance synergies among subsidiaries, and focus on sustainability and safety as competitive advantages, while ensuring prudent financial risk management in facing industry dynamics and assignment demands in 2025.

Dewan Komisaris menargetkan agar PT KAI (Persero) dapat terus memperkuat posisi sebagai penyedia layanan transportasi kereta api yang andal, efisien, dan berkelanjutan pada tahun 2025. Dewan Komisaris berharap PT KAI (Persero) mampu meningkatkan pertumbuhan pendapatan yang sehat melalui ekspansi layanan, inovasi produk, dan optimalisasi operasional, sekaligus menjaga profitabilitas di tengah tantangan industri dan penugasan pemerintah yang kompleks. Dewan Komisaris juga menginginkan PT KAI (Persero) untuk semakin memantapkan tata kelola perusahaan yang baik, meningkatkan kapabilitas sumber daya manusia, serta mengedepankan aspek keselamatan dan kualitas layanan sebagai prioritas utama.

Dalam menghadapi peluang dan tantangan bisnis yang tersedia di tahun yang akan datang, Dewan Komisaris meyakini bahwa Direksi telah melakukan analisis mendalam terhadap prospek bisnis yang sejalan dengan sektor bisnis Perusahaan. Dewan Komisaris melihat bahwa rencana strategis yang disusun oleh Direksi untuk tahun mendatang telah sejalan dengan Visi, Misi, dan RJPP.

Dewan Komisaris berharap PT KAI (Persero) mampu memanfaatkan peluang digitalisasi dan transformasi teknologi untuk meningkatkan daya saing dan responsivitas terhadap kebutuhan pelanggan. Secara keseluruhan, Dewan Komisaris berkeinginan agar PT KAI (Persero) tidak hanya tumbuh secara bisnis, tetapi juga dapat berkontribusi positif bagi pembangunan nasional dan keberlanjutan lingkungan, sehingga menjadi BUMN yang unggul dan terpercaya di tahun 2025.

The Board of Commissioners targets for PT KAI (Persero) to continue strengthening its position as a reliable, efficient, and sustainable railway service provider in 2025. The Board hopes PT KAI (Persero) can achieve healthy revenue growth through service expansion, product innovation, and operational optimization, while maintaining profitability amidst complex industry challenges and government assignments. The Board also expects PT KAI (Persero) to further solidify good corporate governance, improve human resource capabilities, and prioritize safety aspects and service quality as main priorities.

In facing the business opportunities and challenges ahead, the Board of Commissioners believes that the Board of Directors has conducted thorough analysis of business prospects aligned with the Company's business sector. The Board observes that the strategic plans prepared by the Board of Directors for the coming year are consistent with the Company's Vision, Mission, and Long-Term Development Plan (RJPP).

The Board of Commissioners hopes PT KAI (Persero) can leverage digitalization and technological transformation opportunities to enhance competitiveness and responsiveness to customer needs. Overall, the Board aspires for PT KAI (Persero) to not only grow business-wise but also contribute positively to national development and environmental sustainability, thus becoming an excellent and trusted State-Owned Enterprise (SOE) in 2025.

## Pandangan atas Penerapan Tata Kelola Perusahaan yang Baik

*Assessment on the Implementation of Good Corporate Governance*

Di sepanjang tahun 2024, Dewan Komisaris menilai bahwa penerapan tata kelola perusahaan di PT KAI (Persero) telah berjalan dengan baik. Hal ini ditunjukkan dengan adanya perbaikan dan penguatan yang signifikan, khususnya dalam hal transparansi, akuntabilitas, dan pengelolaan risiko. Peningkatan tersebut tercermin dari peningkatan kualitas pelaporan manajemen, kepatuhan terhadap peraturan perundang-undangan, serta penguatan fungsi audit internal dan manajemen risiko.

Throughout 2024, the Board of Commissioners assessed that the implementation of corporate governance at PT KAI (Persero) has been carried out effectively. This is demonstrated by significant improvements and enhancements, particularly in transparency, accountability, and risk management. These improvements are reflected in the enhanced quality of management reporting, compliance with laws and regulations, as well as the strengthening of internal audit and risk management functions.

Dewan Komisaris juga mencatat adanya peningkatan koordinasi antara Direksi dan Dewan Komisaris, termasuk melalui komite-komite pendukung Dewan Komisaris yang telah menjalankan perannya secara lebih aktif dalam memberikan telaahan dan rekomendasi yang relevan terhadap berbagai isu strategis perusahaan.

Keberhasilan-keberhasilan tersebut tidak terlepas dari peran Dewan Komisaris yang berupaya untuk meningkatkan penerapan Tata Kelola Perusahaan yang Baik (GCG) melalui sejumlah *improvement* strategis sepanjang tahun 2024 di antaranya:

1. Dewan Komisaris memperkuat peran komite-komite di bawahnya, yaitu Komite Audit, Komite Pemantau Manajemen Risiko, serta Komite Nominasi dan Remunerasi, dengan meningkatkan intensitas rapat, kualitas telaahan, dan tindak lanjut atas hasil pengawasan.
2. Dewan Komisaris beserta komite-komite di bawahnya melakukan peningkatan kapabilitas melalui pelatihan dan *workshop* terkait isu-isu terkini GCG, manajemen risiko, dan keberlanjutan (*sustainability*).
3. Dewan Komisaris juga meningkatkan komunikasi dan koordinasi strategis dengan Direksi melalui rapat gabungan yang lebih terstruktur dan berbasis agenda strategis, sehingga pengawasan dan penasihat dapat lebih tepat sasaran dan bernilai tambah.
4. Sebagai bagian dari upaya perbaikan berkelanjutan, Dewan Komisaris juga melakukan peningkatan dalam aspek tata kelola administratif, khususnya dengan menjaga keteraturan tata persuratan serta dokumentasi risalah rapat dan rekomendasi, sehingga seluruh proses pengawasan terdokumentasi secara baik dan dapat dipertanggungjawabkan.
5. Dewan Komisaris melakukan pengawasan terhadap efektivitas pengelolaan *Whistle Blowing System* (WBS) PT KAI (Persero), termasuk mendorong peningkatan aksesibilitas, perlindungan terhadap pelapor, serta efektivitas tindak lanjut atas pengaduan yang masuk, guna mendukung budaya integritas dan pencegahan pelanggaran di lingkungan perusahaan.

The Board of Commissioners also noted improved coordination between the Board of Directors and the Board of Commissioners, including through the supporting committees of the Board of Commissioners which have played a more active role in providing relevant reviews and recommendations on the Company's strategic issues.

These achievements are inseparable from the role of the Board of Commissioners in striving to improve the implementation of Good Corporate Governance (GCG) through several strategic improvements during 2024, including:

1. The Board of Commissioners strengthened the role of its committees - the Audit Committee, Risk Management Monitoring Committee, and Nomination and Remuneration Committee - by increasing meeting frequency, improving review quality, and enhancing follow-up on supervision results.
2. The Board of Commissioners and its committees enhanced capabilities through training and workshops on current issues of GCG, risk management, and sustainability.
3. The Board of Commissioners improved strategic communication and coordination with the Board of Directors through more structured joint meetings with strategic agendas, enabling more targeted and value-added supervision and advisory.
4. As part of continuous improvement efforts, the Board of Commissioners also enhanced administrative governance aspects, particularly by maintaining proper correspondence procedures and documentation of meeting minutes and recommendations, ensuring all supervision processes are well-documented and accountable.
5. The Board of Commissioners oversees the effectiveness of the management of the Whistle Blowing System (WBS) of PT KAI (Persero), including encouraging increased accessibility, protection for whistleblowers, and the effectiveness of follow-up on complaints received, in order to support a culture of integrity and prevention of violations in the company environment.



Secara umum, Dewan Komisaris juga menilai tingkat efisiensi dan efektivitas sistem tata kelola perusahaan berada pada level yang cukup baik dan menunjukkan tren positif. Sistem tata kelola telah mampu mendukung pengambilan keputusan yang lebih akuntabel dan terukur, serta memperkuat koordinasi antara Direksi, Dewan Komisaris, dan seluruh organ pendukungnya. Hal ini juga tercermin dari meningkatnya digitalisasi proses kerja, penguatan pengendalian internal, serta pengurangan potensi duplikasi fungsi dan prosedur di berbagai lini.

Dewan Komisaris juga melihat bahwa komunikasi yang semakin terbuka dan sistem dokumentasi yang tertata baik telah memungkinkan pengawasan dan pemberian nasihat ditindaklanjuti dengan lebih cepat dan tepat. Di tahun mendatang, Dewan Komisaris mendorong agar sistem tata kelola perusahaan terus diperkuat melalui integrasi antar unit kerja, optimalisasi pemanfaatan teknologi informasi, serta pengembangan budaya kepatuhan dan integritas di seluruh lini perusahaan.

In general, the Board of Commissioners assessed that the efficiency and effectiveness of the corporate governance system remained at a satisfactory level and demonstrated positive trends. The governance system has effectively supported more accountable and measurable decision-making processes while strengthening coordination between the Board of Directors, Board of Commissioners, and all supporting organs. This progress is reflected in the increased digitalization of work processes, enhanced internal controls, and reduced potential for functional and procedural duplication across various business lines.

The Board of Commissioners also observed that more transparent communication and well-structured documentation systems have enabled faster and more precise follow-up on oversight activities and advisory recommendations. Looking ahead, the Board of Commissioners encourages continuous strengthening of the corporate governance system through improved inter-departmental integration, optimized utilization of information technology, and the development of a culture of compliance and integrity across all organizational levels of the Company.

## Pandangan atas Penerapan Sistem Pelaporan Pelanggaran

### *Assessment on the Whistleblowing System Implementation*

Dewan Komisaris secara aktif mengawasi pelaksanaan Sistem Pelaporan Pelanggaran (*Whistle Blowing System*) yang bertujuan untuk mendeteksi kecurangan ataupun pelanggaran internal. Pengawasan ini dilakukan dalam rangka mewujudkan komitmen Perusahaan untuk mendukung Pemerintah melakukan pemberantasan tindak pidana korupsi, serta mengantisipasi tindakan-tindakan yang dapat merugikan Perusahaan, baik secara material maupun non-material.

Sepanjang tahun 2024, terdapat beberapa pengaduan yang diterima terkait pelaksanaan operasional KAI. Namun demikian, pengaduan-pengaduan tersebut umumnya bersifat non-material dan tidak berdampak signifikan terhadap kelangsungan usaha. Perusahaan telah memiliki mekanisme penanganan pengaduan yang terstruktur melalui *Whistle Blowing System* dan layanan pelanggan, yang memungkinkan pelaporan dilakukan secara terbuka. Setiap pengaduan yang masuk kemudian ditindaklanjuti oleh unit terkait sesuai prosedur yang berlaku.

The Board of Commissioners actively oversees the implementation of the Whistleblowing System, which aims to detect fraud or internal violations. This supervision supports the Company's commitment to assisting the Government in eradicating corruption and preventing actions that may harm the Company, both materially and non-materially.

Throughout 2024, several operational complaints were received regarding KAI's operations. However, these complaints were generally non-material and did not significantly impact business continuity. The Company has established a structured complaint-handling mechanism through the Whistleblowing System and customer service, enabling open reporting. Each complaint is addressed by the relevant unit according to applicable procedures.

Dewan Komisaris memantau penanganan pengaduan tersebut melalui laporan berkala dari Direksi serta hasil evaluasi dari Komite Audit, guna memastikan bahwa setiap isu ditangani secara profesional, adil, dan transparan, serta menjadi bahan perbaikan berkelanjutan dalam sistem tata kelola perusahaan.

The Board of Commissioners monitors complaint resolution through periodic reports from the Board of Directors and evaluation results from the Audit Committee. This ensures all issues are handled professionally, fairly, and transparently, while serving as material for continuous improvement in the corporate governance system.

Dalam implementasinya, Dewan Komisaris menilai di tahun 2024 sistem pelaporan pelanggaran yang diimplementasikan telah berfungsi dengan baik. Hal ini tercermin dari terdapatnya sejumlah pengaduan yang diterima dan berhasil ditindaklanjuti. PT KAI (Persero) berkomitmen dalam memberikan perlindungan bagi pelapor juga memberikan dampak signifikan terhadap penerapan sistem, sehingga tujuan Perusahaan untuk melaksanakan praktik bisnis yang transparan dan bertanggung jawab dapat terwujud.

In practice, the Board of Commissioners assesses that the Whistleblowing System implemented in 2024 has functioned effectively. This is evidenced by the number of complaints received and successfully resolved. PT KAI (Persero)'s commitment to protecting whistleblowers has also significantly contributed to the system's implementation, helping the Company achieve its goal of transparent and responsible business practices.

## Penilaian Kinerja Dewan Komisaris Tahun 2024

### *Assessment on Board of Commissioners Performance in 2024*

Pada tahun 2024, Dewan Komisaris memperoleh hasil penilaian kinerja dengan tingkat realisasi sebesar 100% pada seluruh aspek *Key Performance Indicators* (KPI) yang telah ditetapkan dalam RUPS Tahunan Pengesahan RKAP Tahun 2024. Dengan pencapaian tersebut, kinerja Dewan Komisaris dikategorikan dalam predikat **"Sangat Baik"**. Capaian ini mencerminkan dedikasi, komitmen, dan konsistensi Dewan Komisaris dalam menjalankan perannya secara optimal sebagai organ pengawas perusahaan, sekaligus menunjukkan efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat dalam mendukung pencapaian tujuan strategis perusahaan.

In 2024, the Board of Commissioners achieved a 100% realization rate across all Key Performance Indicators (KPIs) established in the Annual General Meeting of Shareholders for the 2024 Work Plan and Budget (RKAP) approval. This outstanding performance earned the Board of Commissioners the **"Excellent"** performance rating. These results demonstrate the Board's dedication, commitment, and consistency in optimally fulfilling its role as the Company's supervisory body, while also reflecting the effectiveness of its oversight and advisory functions in supporting the achievement of corporate strategic objectives.

Penilaian kinerja Dewan Komisaris didasarkan pada tiga aspek utama. Pertama, aspek pengawasan dan penasihat, yang mencakup antara lain pelaksanaan reviu dan analisis terhadap berbagai komponen kinerja perusahaan, seperti penelaahan terhadap dokumen RJP dan RKAP, evaluasi atas pelaksanaan RKAP tahun sebelumnya, pemantauan kinerja Direksi, tanggapan terhadap perubahan lingkungan bisnis, tindak lanjut atas saran dan keluhan pemangku kepentingan, serta penilaian atas gejala penurunan kinerja perusahaan dan usulan calon pengurus anak perusahaan. Dalam aspek ini, Dewan Komisaris juga melaksanakan pengawasan dan pemberian

The performance evaluation of the Board of Commissioners was based on three main aspects. First, the oversight and advisory aspect, which included conducting reviews and analyses of various corporate performance components such as examining the Long-Term Plan (RJP) and Work Plan & Budget (RKAP) documents, evaluating the implementation of the previous year's RKAP, monitoring the Board of Directors' performance, responding to business environment changes, following up on stakeholder suggestions and complaints, and assessing signs of corporate performance decline as well as proposing candidates for subsidiary management. In this

nasihat atas sejumlah kebijakan strategis perusahaan, mulai dari kebijakan satuan pengawas internal, manajemen risiko, teknologi informasi, akuntansi dan laporan keuangan, pengelolaan SDM, pengadaan barang dan jasa, mutu dan pelayanan, hingga kepatuhan terhadap regulasi, pengelolaan anak perusahaan, serta penerapan prinsip-prinsip tata kelola perusahaan. Selain itu, pemantauan terhadap tindak lanjut temuan audit juga dilakukan secara aktif melalui proses penunjukan auditor serta pengawasan terhadap efektivitas pelaksanaan audit internal dan eksternal serta pengelolaan pengaduan. Kinerja pengawasan Dewan Komisaris juga terlihat melalui pelaksanaan monitoring terhadap penugasan *Project Director* dan proyek pengembangan investasi, serta penyelenggaraan rapat internal dan rapat gabungan dengan Direksi, yang realisasinya melampaui target.

Kedua, aspek pelaporan, yang meliputi penyampaian Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025 yang telah dilakukan tepat waktu sesuai target. Dewan Komisaris juga telah menyampaikan laporan dan pendapat kepada RUPS terkait kinerja dan remunerasi Direksi dengan realisasi sebesar 150% dari target. Selain itu, laporan atas kinerja manajemen tahun buku 2023 (*audited*) juga telah disampaikan sesuai ketentuan.

Ketiga, aspek dinamis atau aspek lain-lain, yang mencakup peningkatan kompetensi Dewan Komisaris dan organ pendukungnya melalui pelatihan, seminar, dan *benchmarking* sebanyak lima kali sesuai target. Dewan Komisaris juga mencatatkan capaian 100% dalam memberikan tanggapan atau rekomendasi terhadap seluruh usulan yang disampaikan oleh Direksi sepanjang tahun.

Pencapaian ini tidak hanya menggambarkan efektivitas pelaksanaan tugas dan fungsi pengawasan, namun juga menunjukkan bahwa Dewan Komisaris telah berperan aktif dalam mendorong penguatan tata kelola, pengendalian internal, dan akuntabilitas di seluruh lini perusahaan. Meskipun hasil kinerja ini telah menunjukkan capaian maksimal, Dewan Komisaris menyadari bahwa tantangan dan dinamika bisnis di masa mendatang akan semakin kompleks. Oleh karena itu, hasil penilaian ini harus menjadi motivasi untuk terus melakukan perbaikan dan peningkatan kinerja secara berkelanjutan, guna memastikan bahwa

aspect, the Board of Commissioners also exercised oversight and provided advice on several strategic corporate policies, ranging from internal audit unit policies, risk management, information technology, accounting and financial reporting, human resource management, procurement of goods and services, quality and service, to regulatory compliance, subsidiary management, and the implementation of good corporate governance principles. Additionally, active monitoring of audit findings follow-up was conducted through the auditor appointment process and supervision of internal and external audit effectiveness as well as complaint management. The Board's oversight performance was also evident through its monitoring of Project Director assignments and investment development projects, along with conducting internal meetings and joint meetings with the Board of Directors, all of which exceeded set targets.

Second, the reporting aspect, which included the timely submission of the 2025 Board of Commissioners' Work Plan and Budget, completed on schedule as targeted. The Board of Commissioners also submitted reports and opinions to the GMS regarding the performance and remuneration of the Board of Directors, achieving 150% of the target. Furthermore, the audited management performance report for 2023 fiscal year was submitted in accordance with regulations.

Third, the dynamic or miscellaneous aspect, which covered competency enhancement of the Board of Commissioners and its supporting organs through five training sessions, seminars, and benchmarking activities as targeted. The Board of Commissioners also achieved 100% in providing responses or recommendations to all proposals submitted by the Board of Directors throughout the year.

These achievements not only demonstrate the effective execution of oversight duties and functions but also show that the Board of Commissioners has played an active role in promoting governance strengthening, internal controls, and accountability across all company levels. While these performance results represent maximum achievement, the Board of Commissioners recognizes that future business challenges and dynamics will become increasingly complex. Therefore, these evaluation results should serve as motivation for continuous improvement and sustainable performance enhancement, ensuring that the oversight and advisory

fungsi pengawasan dan pemberian nasihat tidak hanya adaptif terhadap perubahan, tetapi juga mampu memberikan kontribusi strategis yang semakin relevan dan bernilai tambah bagi perusahaan. Dengan capaian kinerja yang sangat baik ini, hasil penilaian Dewan Komisaris dapat menjadi dasar pertimbangan bagi pemegang saham dalam menentukan arah kebijakan pengelolaan organ pengawas ke depan, serta sebagai bukti nyata kontribusi Dewan Komisaris terhadap pencapaian kinerja perusahaan secara keseluruhan.

functions remain adaptive to changes while providing increasingly relevant and value-added strategic contributions to the company. With this excellent performance achievement, the Board of Commissioners' evaluation results can serve as a consideration basis for shareholders in determining future supervisory organ management policies, as well as tangible evidence of the Board of Commissioners' contribution to the company's overall performance achievements.

## Penilaian Kinerja Komite-Komite di Bawah Dewan Komisaris

*Assessment on Performance of Committees Under the Board of Commissioners*

Untuk mendukung efektivitas pelaksanaan fungsi pengawasan, Dewan Komisaris memiliki Komite pendukung meliputi Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Manajemen Risiko.

To support the effectiveness of supervisory functions, the Board of Commissioners has supporting committees consisting of the Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee.

Di tahun 2024, Komite-komite tersebut telah menjalankan tugas dan fungsinya secara efektif, serta memberikan kontribusi yang signifikan dalam memperkuat fungsi pengawasan dan pemberian nasihat Dewan Komisaris. Penilaian ini mengacu pada kinerja seluruh komite yang dilaksanakan secara independen, profesional, dan berbasis telaahan yang mendalam terhadap isu-isu strategis Perusahaan, serta pengembangan Tata Kelola SDM.

In 2024, these committees have effectively carried out their duties and functions, making significant contributions to strengthening the Board of Commissioners' supervisory and advisory roles. This assessment refers to the performance of all committees which was conducted independently, professionally, and based on in-depth reviews of the Company's strategic issues, as well as Human Resources Governance development.

### a. Komite Audit

Dewan Komisaris menilai bahwa Komite Audit telah berperan secara aktif dalam menjalankan tugas dan tanggung jawabnya. Fungsi yang dijalankan meliputi kecukupan sistem pengendalian internal, kecukupan pelaporan, dan pengungkapan laporan keuangan. Selain itu, Komite Audit juga telah memberikan rekomendasi yang strategis mengenai penyempurnaan sistem pengendalian manajemen dan mengidentifikasi hal-hal yang memerlukan perhatian khusus dari Dewan Komisaris.

### a. Audit Committee

The Board of Commissioners assesses that the Audit Committee has played an active role in carrying out its duties and responsibilities. The functions performed include adequacy of internal control systems, adequacy of reporting, and financial report disclosures. Additionally, the Audit Committee has provided strategic recommendations regarding improvements to management control systems and identified matters requiring special attention from the Board of Commissioners.

### b. Komite Nominasi dan Remunerasi

Di tahun 2024, Komite Nominasi dan Remunerasi juga membantu Dewan Komisaris dalam melaksanakan fungsi nominasi dan remunerasi. Komite Nominasi dan Remunerasi telah berperan dalam meningkatkan kapabilitas Dewan Komisaris melalui penyusunan program pengembangan kemampuan Anggota Direksi dan/atau Anggota Dewan Komisaris yang menjabat. Lebih lanjut, Komite juga telah menyusun kebijakan dan besaran remunerasi yang sesuai dengan prosedur yang ditetapkan, baik untuk Direksi maupun Dewan Komisaris.

### b. Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee also assisted the Board of Commissioners in carrying out nomination and remuneration functions. The Nomination and Remuneration Committee has contributed to enhancing the capabilities of the Board of Commissioners through developing competency programs for serving Directors and/or Board of Commissioners members. Furthermore, the Committee has formulated appropriate remuneration policies and amounts in accordance with established procedures, for both Board of Directors and the Board of Commissioners.



### c. Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko telah melakukan penilaian dan memberikan rekomendasi tentang risiko usaha, tata cara mengurangi risiko, investasi, hingga pelaksanaan *Enterprise Risk Management* (ERM) perusahaan. Di sepanjang tahun 2024, Dewan Komisaris menilai Komite Pemantau Manajemen Risiko telah menjalankan tugas dan fungsinya secara optimal, sesuai piagam komite yang telah ditetapkan.

Secara berkala, Dewan Komisaris mendorong agar setiap komite mampu meningkatkan kualitas dalam menjalankan fungsinya dengan mengikuti program kompetensi. Upaya ini dilakukan untuk memperkuat koordinasi lintas komite, serta lebih adaptif terhadap isu-isu terkini, seperti transformasi digital, keberlanjutan, dan ESG (*Environmental, Social, and Governance*). Hal ini bertujuan untuk memastikan komite pendukung tetap relevan dan responsif terhadap dinamika bisnis dan standar tata kelola perusahaan yang baik.

### c. Risk Management Monitoring Committee

The Risk Management Monitoring Committee has conducted assessments and provided recommendations regarding business risks, risk mitigation methods, investments, and implementation of the Company's Enterprise Risk Management (ERM). Throughout 2024, the Board of Commissioners assesses that the Risk Management Oversight Committee has optimally carried out its duties and functions in accordance with the established committee charter.

The Board of Commissioners periodically encourages each committee to improve the quality of their functions by participating in competency programs. These efforts aim to strengthen cross-committee coordination and increase adaptability to current issues such as digital transformation, sustainability, and ESG (*Environmental, Social, and Governance*). This is intended to ensure the supporting committees remain relevant and responsive to business dynamics and good corporate governance standards.

## Pandangan Dewan Komisaris Terhadap Komitmen dan Implementasi Kinerja Keberlanjutan

*Board of Commissioners' Perspective on Sustainability Commitment and Implementation Performance*

Dewan Komisaris memahami konsep keberlanjutan sangat penting untuk diterapkan dalam melaksanakan bisnis yang bertanggung jawab. Lebih lanjut, Dewan Komisaris senantiasa memberikan nasihat kepada Direksi untuk senantiasa menyelaraskan seluruh aktivitas bisnis yang dilakukan dengan nilai-nilai berkelanjutan.

Di tahun 2024, Dewan Komisaris memandang bahwa komitmen dan implementasi kinerja keberlanjutan telah menunjukkan perkembangan yang positif. Langkah strategis untuk mengintegrasikan strategi bisnis Perseroan dengan keseimbangan lingkungan diharapkan mampu memberikan dampak positif terhadap kinerja PT KAI (Persero).

Perseroan secara konsisten mengadopsi prinsip-prinsip keberlanjutan dalam operasionalnya melalui penguatan aspek keselamatan dan pelayanan kepada pelanggan. Selain itu, PT KAI (Persero) juga menunjukkan komitmen terhadap aspek sosial dengan menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang selaras dengan kebutuhan masyarakat dan tujuan pembangunan berkelanjutan (SDGs).

The Board of Commissioners is aware of the critical importance of implementing sustainability concepts in conducting responsible business practices. Furthermore, the Board consistently advises the Board of Directors to align all business activities with sustainable values.

In 2024, the Board of Commissioners observes that sustainability commitment and implementation performance have demonstrated positive progress. Strategic measures to integrate the Company's business strategy with environmental balance are expected to positively impact PT KAI (Persero)'s performance.

The Company has consistently adopted sustainability principles in its operations by strengthening safety aspects and customer service. Additionally, PT KAI (Persero) has demonstrated commitment to social aspects by implementing Social and Environmental Responsibility (TJSL) programs aligned with community needs and Sustainable Development Goals (SDGs).

Dewan Komisaris menilai bahwa kinerja keberlanjutan KAI dilakukan secara bertanggung jawab transparan dan akuntabel, serta didukung dengan pelaporan data yang terukur dan konsisten. Ke depan, Dewan Komisaris senantiasa mendorong agar kinerja keberlanjutan menjadi nilai strategis yang melekat dalam setiap pengambilan keputusan, termasuk dalam investasi, pengembangan infrastruktur, dan transformasi bisnis Perusahaan di tahun mendatang.

The Board of Commissioners assesses that KAI's sustainability performance has been conducted responsibly, transparently and accountably, supported by measurable and consistent data reporting. Moving forward, the Board of Commissioners will continue to advocate for sustainability performance to become an inherent strategic value in all decision-making processes, including investments, infrastructure development, and the Company's business transformation in the coming years.

## Perubahan Komposisi Dewan Komisaris

*Changes in the Board of Commissioners Composition*

Di sepanjang tahun 2024, terdapat perubahan komposisi Dewan Komisaris PT KAI (Persero). Terdapat pemberhentian dengan hormat Riza Primadi berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Kereta Api Indonesia. Selain itu, terdapat pengangkatan Elen Setiadi berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Kereta Api Indonesia. Kemudian terdapat pemberhentian dengan hormat Elen Setiadi terhitung sejak tanggal 24 Juni 2024, berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 tentang Pemberhentian Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Kereta Api Indonesia). Dengan demikian, perubahan komposisi Dewan Komisaris hingga 31 Desember 2024 adalah sebagai berikut:

There were changes in the composition of the Board of Commissioners of PT KAI (Persero) in 2024. Riza Primadi was honorably dismissed based on the Minister of SOEs Decree No. SK-16/MBU/03/2024 dated March 5, 2024 regarding the Dismissal and Appointment of Members of the Board of Commissioners of PT Kereta Api Indonesia (Persero). In addition, Elen Setiadi was appointed based on the Minister of SOEs Decree No. SK-61/MBU/03/2024 dated March 5, 2024 regarding the Dismissal and Appointment of Members of the Board of Commissioners of PT Kereta Api Indonesia (Persero). Furthermore, Elen Setiadi was honorably dismissed effective June 24, 2024, based on the Minister of SOEs Decree No. SK-192/MBU/08/2024 dated August 2, 2024 regarding the Dismissal of Members of the Board of Commissioners of PT Kereta Api Indonesia (Persero). Therefore, the changes in the composition of the Board of Commissioners as of December 31, 2024 are as follows:

### Komposisi Dewan Komisaris tahun 2024

### Composition of the Board of Commissioners in 2024

| No | Nama /<br>Name  | Jabatan /<br>Position                                                                                | Dasar Pengangkatan /<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                    |
|----|-----------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Said Aqil Siroj | Komisaris Utama/<br>Komisaris Independen /<br>President Commissioner/<br>Independent<br>Commissioner | Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                    |
| 2  | Rochadi         | Komisaris Independen<br>/ Independent<br>Commissioner                                                | Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                    |
| 3  | Riza Primadi*   | Komisaris Independen<br>/ Independent<br>Commissioner                                                | <ul style="list-style-type: none"> <li>Pengangkatan Berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointment Based on Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021</li> <li>Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024 / Dismissal based on Decree of the Minister of SOEs No. SK-16/MBU/03/2024 dated March 5, 2024</li> </ul> |

| No | Nama / Name                | Jabatan / Position                              | Dasar Pengangkatan / Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                             |
|----|----------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | Endang Tirtana             | Komisaris Independen / Independent Commissioner | Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of SOEs No. SK-417/MBU/12/2021 dated December 29, 2021                                                                                                                                                                                                                                                                                                |
| 5  | Mohamad Risal Wasal        | Komisaris / Commissioner                        | Keputusan Menteri BUMN No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Decree of the Minister of SOEs No. SK-207/MBU/09/2022 dated September 20, 2022                                                                                                                                                                                                                                                                                              |
| 6  | Sri Paduka Mangkoenagoro X | Komisaris / Commissioner                        | Keputusan Menteri BUMN No. SK-174/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of SOEs No. SK-174/MBU/8/2022 dated August 15, 2022                                                                                                                                                                                                                                                                                                     |
| 7  | Diah Natalisa              | Komisaris / Commissioner                        | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/ 03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                        |
| 8  | Chairul Anwar              | Komisaris / Commissioner                        | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of SOEs No. SK-64/MBU/ 03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                        |
| 9  | Johan Sirait               | Komisaris Independen / Independent Commissioner | Keputusan Menteri BUMN No. SK-173/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of SOEs No. SK-173/MBU/8/2022 dated August 15, 2022                                                                                                                                                                                                                                                                                                     |
| 10 | Endang Tirtana             | Komisaris / Commissioner                        | Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of SOEs No. SK-417/MBU/12/2021 dated December 29, 2021                                                                                                                                                                                                                                                                                                |
| 11 | Elen Setiadi**             | Komisaris / Commissioner                        | <ul style="list-style-type: none"><li>• Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointment based on Decree of the Minister of SOEs No. SK-61/MBU/03/2024 dated March 5, 2024</li><li>• Pemberhentian Berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissal Based on Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024</li></ul> |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024 / Resigned from office based on the Decree of the Minister of SOEs No. SK-16/MBU/03/2024 dated March 5, 2024

\*\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024.

## Penutup

### Closing Remarks

Atas nama Dewan Komisaris, kami menyampaikan rasa terima kasih yang mendalam kepada semua pemangku kepentingan, termasuk pemegang saham, Direksi, dan seluruh pekerja, atas dukungan dan kerja sama yang telah diberikan sepanjang tahun 2024.

Keberhasilan yang dicapai oleh PT KAI (Persero) tidak terlepas dari dedikasi dan komitmen bersama dalam melaksanakan tugas dan tanggung jawab masing-masing. Kami sangat menghargai usaha tim manajemen dalam menerapkan prinsip-prinsip GCG, serta memastikan transparansi dan akuntabilitas dalam setiap langkah yang diambil. Apresiasi ini juga kami sampaikan kepada semua Komite yang telah bekerja keras dalam menjalankan fungsi pengawasan dan memberikan rekomendasi yang konstruktif.

On behalf of the Board of Commissioners, we would like to express our deepest gratitude to all stakeholders, including shareholders, the Board of Directors, and all employees, for their support and cooperation throughout 2024.

The achievements of PT KAI (Persero) are the result of the dedication and collective commitment in carrying out respective duties and responsibilities. We highly appreciate the management team's efforts in implementing Good Corporate Governance (GCG) principles and ensuring transparency and accountability in every step taken. This appreciation also extends to all Committees who have worked diligently in performing their oversight functions and providing constructive recommendations.

Sebagai penutup, Dewan Komisaris menegaskan kembali komitmennya untuk terus memperkuat fungsi pengawasan dan mendukung pertumbuhan berkelanjutan Perusahaan di masa yang akan datang. Kami meyakini bahwa dengan fondasi yang kokoh dalam tata kelola yang baik, serta kerja sama yang erat di antara semua pihak, PT KAI (Persero) akan mampu menghadapi berbagai tantangan dan memanfaatkan peluang yang ada di masa depan. Kami berharap semangat untuk berinovasi dan meningkatkan kinerja tetap terjaga, sehingga PT KAI (Persero) dapat terus memberikan kontribusi yang positif bagi pembangunan nasional di bidang transportasi perkeretaapian di Indonesia.

To conclude, the Board of Commissioners reaffirms its commitment to continue strengthening its supervisory role and supporting the Company's sustainable growth in the future. We believe that with a solid foundation in good governance and close collaboration among all parties, PT KAI (Persero) will be able to face various challenges and seize future opportunities. We hope the spirit of innovation and performance improvement remains strong, enabling PT KAI (Persero) to continue making positive contributions to national development in Indonesia's railway transportation sector.

Bandung, Juni 2025 / June, 2025

Atas Nama Dewan Komisaris / On Behalf of the Board of Commissioners



**SAID AQIL SIROJ**

Komisaris Utama/Komisaris Independen

President Commissioner/Independent Commissioner





# Profil Perusahaan

Company Profile







# Identitas Perseroan [GRI 2-1]

Corporate Identity [GRI 2-1]



## Nama Perusahaan

Company's Name

PT Kereta Api Indonesia (Persero)



## Nama Panggilan

Nickname

KAI



## Status

Status

Badan Usaha Milik Negara (Persero)  
State-Owned Enterprise (Persero)



## Jumlah Pekerja (2024)

Total Employees (2024)

29.707 orang  
29,707 people



## Dasar Hukum Pendirian

Legal Basis of Establishment

Maklumat Kementerian Perhubungan No. 1/KA Tahun 1946  
Decree of the Ministry of Transportation No. 1/KA of 1946



## Sekretaris Perusahaan

Corporate Secretary

Raden Agus Dwinanto Budiadji



## Tanggal Pendirian

Date of Establishment

28 September 1945  
September 28, 1945



## Alamat Kontak [GRI 2-3]

Contact Address

Telp : (022) 4230031/4230039/4230054  
Fax : (022) 4203342 ext. 10039  
E-mail : dokumen@kai.id



## Bidang Usaha

Line of Business

Bidang Transportasi  
Transportation Sector



## Alamat Kantor Pusat [OJK C.2]

Head Office Address

Jl. Perintis Kemerdekaan No. 1 Bandung 40117  
PO Box 1163 Bandung 40000



## Wilayah Operasional

Operational Area

Indonesia



## Media Sosial

Social Media

www.kai.id  
Kereta Api Kita / KAI121  
@Kereta Apikita / @kai121  
@kai121\_  
Kereta Api Kita



## Kepemilikan Saham

Share Ownership

Pemerintah Republik Indonesia (100%)  
The Government of the Republic of Indonesia

## Nama dan Alamat Kantor Cabang atau Kantor Perwakilan [OJK C.2] [GRI 2-2]

*Name and Address of Branch Office or Representative Office [OJK C.2] [GRI 2-2]*

### Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta

Stasiun Cikini, Jl. Pegangsaan Timur, No. 6, Kec. Menteng, Jakarta Pusat.

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### Daerah Operasi 2 Bandung / Operation Area 2 Bandung

Jl. Stasiun Selatan, No. 25, Bandung-40181

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Web : [www.kai.id](http://www.kai.id)

### Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon

Jl. Siliwangi, No. 82, Kec. Kejaksan, Cirebon, Jawa Barat-45124

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### Daerah Operasi 4 Semarang / Operation Area 4 Semarang

Jl. M. H. Thamrin, No. 3, Semarang-50132

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Web : [www.kai.id](http://www.kai.id)

### Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto

Jl. Jenderal Soedirman, No. 209, Brubahan Purwanegara, Kec. Purwokerto Timur, Kab. Banyumas-53141

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do5@kai.id

Web : [www.kai.id](http://www.kai.id)

### Daerah Operasi 6 Yogyakarta / Operation Area 6 Yogyakarta

Jl. Lempuyangan, No. 1, Danurejan Tegalpanggung, Yogyakarta-55213

Telp : (022) 4230031

Email untuk Surat Dinas : humasda6@kai.id

Web : [www.kai.id](http://www.kai.id)

### Daerah Operasi 7 Madiun / Operation Area 7 Madiun

Jl. Kompol Sunaryo, No. 14, Kel. Madiun Lor, Kec. Manguharjo, Madiun-63122

Telp : (022) 4230031

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### Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya

Jl. Gubeng Masjid, No. 1, Surabaya - 60131

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do8@kai.id

Web : [www.kai.id](http://www.kai.id)

### Daerah Operasi 9 Jember / Operation Area 9 Jember

Jl. Dahlia, No. 2, Kec. Patrang, Jember-68118

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.do9@kai.id

Web : [www.kai.id](http://www.kai.id)

### Balai Yasa Manggarai / Manggarai Railway Workshop

Jl. Bukit Duri Utara, No. 1, Jakarta Selatan-12850

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bymri@kai.id

Web : [www.kai.id](http://www.kai.id)

### Balai Yasa Jembatan / Railway Bridge Workshop

Jl. Kiaracandong, No. 92, Bandung-40272

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen@kai.id

Web : [www.kai.id](http://www.kai.id)

### Balai Yasa Tegal / Tegal Workshop

Jl. Semeru No. 5, Slerok, Tegal Timur, Tegal-52125

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bytg@kai.id

Web : [www.kai.id](http://www.kai.id)

### Balai Yasa Mekanik / Railway Mechanical Workshop

Jl. Kosambi No. 2, Cirebon, Prujakan

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bymri@kai.id

Web : [www.kai.id](http://www.kai.id)

### Balai Yasa Yogyakarta / Yogyakarta Railway Workshop

Jl. Kusbini, No. 1, Yogyakarta

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.byyk@kai.id

Web : [www.kai.id](http://www.kai.id)



Nama dan Alamat Kantor Cabang atau Kantor Perwakilan  
*Name and Address of Branch Office or Representative Office*

**Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop**

Jl. Tapak Siring, No. 5 Surabaya - 60131

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bysgu@kai.id

Web : [www.kai.id](http://www.kai.id)

**Divisi Regional 1 Sumatera Utara / North Sumatra Regional 1 Division**

Jl. Prof. H.M Yamin, SH, No. 14 Medan-20231

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**Sub Divisi Regional 1.1 Aceh / Aceh Regional 1.1 Sub Division**

Jl. Iskandar Muda, No. 2, Sukaramai, Kec. Baiturrahman, Kota Banda Aceh

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Email untuk Surat Dinas : sekretaris.sdv11@kai.id

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**Divisi Regional 2 Sumatera Barat / West Sumatra Regional 2 Division**

Jl. Stasiun No. 1, Kec. Padang Timur, Kel. Sawahan Timur, Padang-25121

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**Divisi Regional 3 Palembang / Palembang Regional 2 Division**

Jl. Jend Achmad Yani 13 Ulu, No. 541, Palembang-30258

Telp : (022) 4230031

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Web : [www.kai.id](http://www.kai.id)

**Divisi Regional 4 Tanjung Karang / Tanjung Karang Regional 4 Division**

Jl. Teuku Umar, No. 23, Bandar Lampung-35111

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.divre4@kai.id

Web : [www.kai.id](http://www.kai.id)

**Balai Yasa Lahat / Lahat Railway Workshop**

Jl. Inspektur Yazid, No. 1 Lahat, Sumatera Selatan-31417

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bylt@kai.id

Web : [www.kai.id](http://www.kai.id)

**Balai Yasa Pulubrayan / Pulubrayan Railway Workshop**

Jl. Bengkel Pulubrayan, Medan-20239

Telp : (022) 4230031

Email untuk Surat Dinas : dokumen.bypub@kai.id

Web : [www.kai.id](http://www.kai.id)



## Brand Perusahaan

Corporate Brand



- **BENTUK**

Terinspirasi dari bentuk REL KERETA yang digambarkan dengan garis menyambung ke atas pada huruf A, KAI diharapkan terus maju dan menjadi solusi ekosistem transportasi terbaik yang terintegrasi, terpercaya, bersinergi, dan kelak dapat menghubungkan Indonesia dari Sabang sampai Merauke.

Dengan menggunakan *typeface italic* yang dinamis dan di modifikasi pada huruf A menggambarkan karakter KAI yaitu progresif, berpikiran terbuka, dan terpercaya. Grafik yang tegas namun ramah dengan perbedaan warna pada huruf diharapkan dapat mencerminkan hubungan yang harmonis dan kompeten antara KAI dan seluruh pemangku kepentingan.

- **WARNA**

Perpaduan antara warna biru tua yang menunjang stabilitas, profesionalisme, amanah dan kepercayaan diri, yang ditambah dengan aksen warna oranye, yang menunjukkan antusiasme, kreativitas, tekad, kesuksesan dan kebahagiaan.

- **DESIGN**

Inspired by the shape of RAIL which is depicted with a line connecting upwards in the letter A, KAI is expected to continue to advance and become a transportation ecosystem solution that is integrated, reliable, synergistic, and can one day connect Indonesia from Sabang to Merauke.

By using a dynamic italic typeface and modified in the letter A which describes the character of KAI, namely progressive, open-minded, and trusted. The graphic is firm but with different colors in the letters is expected to reflect a harmonious and competent relationship between KAI and all stakeholders.

- **COLOR**

The combination of dark blue that supports stability, professionalism, trustworthy and confidence, coupled with orange accents, which shows enthusiasm, creativity, determination, success and happiness.

## Riwayat Singkat Perusahaan

### *Brief History of the Company*



Sejarah perkeretaapian di Nusantara telah dimulai sejak tahun 1854 ketika Namlooze Venootschap Nederlanche Indische Spoorweg Maatschappij membangun jalan kereta api pertama dari Semarang ke Surakarta, Jawa Tengah. Setelah itu, 3 (tiga) perusahaan Belanda yang lain yaitu Staat Spoorwegen, Verenigde Spoorwegenbedrijf, dan Deli Spoorwegen Maatschappij ikut membangun jalur-jalur kereta api yang berlokasi baik di Jawa maupun luar Jawa.

PT Kereta Api Indonesia (Persero) didirikan pada tanggal 28 September 1945 sebagai Djawatan Kereta Api Repoeblik Indonesia (DKARI) setelah para pejuang kemerdekaan bergerak cepat melakukan pengambilalihan kantor pusat kereta api di Bandung dari penguasaan Jepang. Pada awal tahun 1946, dikeluarkan Maklumat Kementerian Perhubungan Republik Indonesia (RI) No. 1/KA yang secara resmi mengesahkan DKARI dengan Ir. Djuanda dan Mr. Soewahjo Soemodilogo diangkat sebagai Kepala dan Wakil Kepala DKARI pada struktur organisasinya.

Setelah resmi beroperasi, DKARI mengalami perubahan seiring pengambilalihan aset-aset Pemerintah Hindia Belanda melalui perjanjian Konferensi Meja Bundar (KMB) menjadi Djawatan Kereta Api (DKA) per tahun 1950. DKA kembali berganti menjadi Perusahaan Negara Kereta Api (PNKA) pada 25 Mei 1963 menjadi Perusahaan Nasional Kereta Api (PNKA) berdasarkan Peraturan Pemerintah RI No. 22 Tahun 1963. Dengan perubahan tersebut, PNKA memperkenalkan logo Wahana Daya Pertiwi yang mengekspresikan transformasi perkeretaapian Indonesia sebagai sarana transportasi yang andal bagi kesejahteraan tanah air. PNKA kemudian berubah menjadi Perusahaan Jawatan Kereta Api (PJKA) pada tahun 1971 berdasarkan Peraturan Pemerintah RI No. 61 Tahun 1971.

The history of railways in the archipelago began in 1854 when Namlooze Venootschap Nederlanche Indische Spoorweg Maatschappij built the first railroad from Semarang to Surakarta, Central Java. After that, 3 (three) other Dutch companies, namely Staat Spoorwegen, Verenigde Spoorwegenbedrijf, and Deli Spoorwegen Maatschappij, took part in building railroad lines located both in Java and outside Java.

PT Kereta Api Indonesia (Persero) was established on September 28th, 1945 as the Railway Department of the Republic of Indonesia (DKARI) after the freedom fighters moved quickly to take over the railway headquarters in Bandung from Japanese occupation. In early 1946, the Declaration of the Ministry of Transportation of the Republic of Indonesia (RI) No. 1/KA was issued which officially passed DKARI with Ir. Juanda and Mr. Soewahjo Soemodilogo were appointed as Head and Deputy Head of DKARI in its organizational structure.

After officially operating, DKARI underwent changes following the takeover of Dutch East Indies Government assets through the Dutch-Indonesian Round Table Conference (KMB) agreement to become the Railways Department (DKA) in 1950. Then, DKA changed to the State Railway Company (PNKA) on May 25th, 1963 based on Regulation of the Government of the Republic of Indonesia No. 22 of 1963. With these changes, PNKA introduced the WahanaDaya Pertiwi logo which expresses the transformation of Indonesian railways as a reliable means of transportation for the welfare of the homeland. PNKA then changed to the Railway Department Company (PJKA) in 1971 based on Regulation of the Government of the Republic of Indonesia No. 61 of 1971.

## Riwayat Singkat Perusahaan

### Brief History of the Company

Sebagai upaya peningkatan layanan jasa angkutan, PJKA diubah menjadi Perusahaan Umum Kereta Api (Perumka) pada tahun 1999, untuk kemudian diubah kembali menjadi Perseroan Terbatas dengan nama PT Kereta Api Indonesia (Persero) pada tahun 1998 berdasarkan Peraturan Pemerintah RI No. 19 Tahun 1998.

Hingga kini, KAI mengalami beberapa kali perubahan Anggaran Dasar, dengan perubahan terakhir dilakukan berdasarkan Keputusan Menteri Negara Badan Usaha Milik Negara (BUMN) selaku Rapat Umum Pemegang Saham Perseroan yang dicatat dalam Akta No. 278 tanggal 31 Desember 2021. Akta perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-01.03-0494898 tanggal 31 Desember 2021.

#### INFORMASI PERUBAHAN NAMA

Sejak awal didirikan, KAI telah mengalami beberapa kali perubahan nama dengan perincian sebagai berikut:

As an effort to improve transportation services, PJKA was changed to the Railway Public Corporation (Perumka) in 1999, which was then changed to a Limited Liability Company under the name PT Kereta Api Indonesia (Persero) in 1998 based on Regulation of the Government of the Republic of Indonesia No. 19 of 1998.

As of today, KAI's Articles of Association have undergone several amendments with the last amendment made based on the Decree of the State Minister for State-Owned Enterprises (SOE) as the Company's General Meeting of Shareholders which is recorded in Deed No. 278 dated December 31st, 2021. The deed of amendment was approved by the Minister of Law and Human Rights in Decree No. AHU-01.03-0494898 on December 31, 2021.

#### INFORMATION ON NAME CHANGE

Since its establishment, KAI has undergone several name changes as follows:

**Tabel Perubahan Nama KAI**

| Tahun /<br>Year                   | Nama Perusahaan /<br>Company Name              | Dasar Hukum /<br>Legal Basis                                                                                                                                                       | Tanggal Berlaku /<br>Effective Date       |
|-----------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| 1945-1950                         | Djawatan Kereta Api Republik Indonesia (DKARI) | Maklumat Kementerian Perhubungan No. 1/KA Tahun 1946 / Declaration of the Ministry of Transportation of the Republic of Indonesia (RI) No. 1/KA of 1946                            | -                                         |
| 1950-1963                         | Djawatan Kereta Api (DKA)                      | Keputusan Menteri Perhubungan Tenaga dan Pekerjaan Umum RI No. 2 Tahun 1950 / Decree of the Minister of Transportation and Public Works of the Republic of Indonesia No. 2 of 1950 | -                                         |
| 1963-1971                         | Perusahaan Nasional Kereta Api (PNKA)          | Peraturan Pemerintah RI No. 22 Tahun 1963 / Regulation of the Government of the Republic of Indonesia No. 22 of 1963                                                               | 25 Mei 1963 /<br>May 25, 1963             |
| 1971-1991                         | Perusahaan Jawatan Kereta Api (PJKA)           | Peraturan Pemerintah RI No. 61 Tahun 1971 / Regulation of the Government of the Republic of Indonesia No. 61 of 1971                                                               | 15 September 1971 /<br>September 15, 1971 |
| 1991-1998                         | Perusahaan Umum Kereta Api (PERUMKA)           | Peraturan Pemerintah RI No. 57 Tahun 1990 / Regulation of the Government of the Republic of Indonesia No. 57 of 1990                                                               | 30 Oktober 1990 /<br>October 30, 1990     |
| 1998-Sekarang /<br>1998 - present | PT Kereta Api Indonesia (Persero)              | Peraturan Pemerintah RI No. 19 Tahun 1998 / Regulation of the Government of the Republic of Indonesia No. 19 of 1998                                                               | 03 Februari 1998 /<br>February 3, 1998    |



## Visi, Misi, dan Budaya Perusahaan

*Vision, Mission, and Corporate Culture*



### Visi *Vision*

**Menjadi solusi ekosistem transportasi terbaik untuk Indonesia.**

To be the best transportation ecosystem solution for Indonesia.

### Misi *Mission*

1. Untuk menyediakan sistem transportasi yang aman, efisien, berbasis digital, dan berkembang pesat untuk memenuhi kebutuhan Pelanggan.
  2. Untuk mengembangkan solusi transportasi massal yang terintegrasi melalui investasi dalam sumber daya manusia, infrastruktur, dan teknologi.
  3. Untuk memajukan pembangunan nasional melalui kemitraan dengan para pemangku kepentingan, termasuk memprakarsai dan melaksanakan pengembangan infrastruktur-infrastruktur penting terkait transportasi.
1. To provide a safe, efficient, digitalbased, fast-growing transportation system to meet customer needs.
  2. To develop integrated mass transportation solutions through investments in human resources, infrastructure and technology.
  3. To advance national development through partnerships with stakeholders, including initiating and implementing the development of important infrastructure related to transportation.



#### TINJAUAN VISI DAN MISI OLEH DEWAN KOMISARIS DAN DIREKSI

KAI secara berkala melakukan *review* terhadap visi dan misi Perseroan, sebagai upaya memastikan kesesuaian visi dan misi dengan perkembangan industri dan bisnis yang dijalankan. Di tahun 2024, Dewan Komisaris dan Direksi telah melakukan peninjauan kembali dan menyatakan bahwa visi dan misi KAI masih relevan dengan perkembangan industri dan bisnis yang dijalankan.

#### REVIEW OF VISION AND MISSION BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

KAI regularly reviews the Company's vision and mission to ensure they align with the evolving industry and business landscape. In 2024, the Board of Commissioners and Board of Directors conducted a review and confirmed that KAI's vision and mission remain relevant to the current developments in the industry and business operations.

## Visi, Misi, dan Budaya Perusahaan Vision, Mission, and Corporate Culture

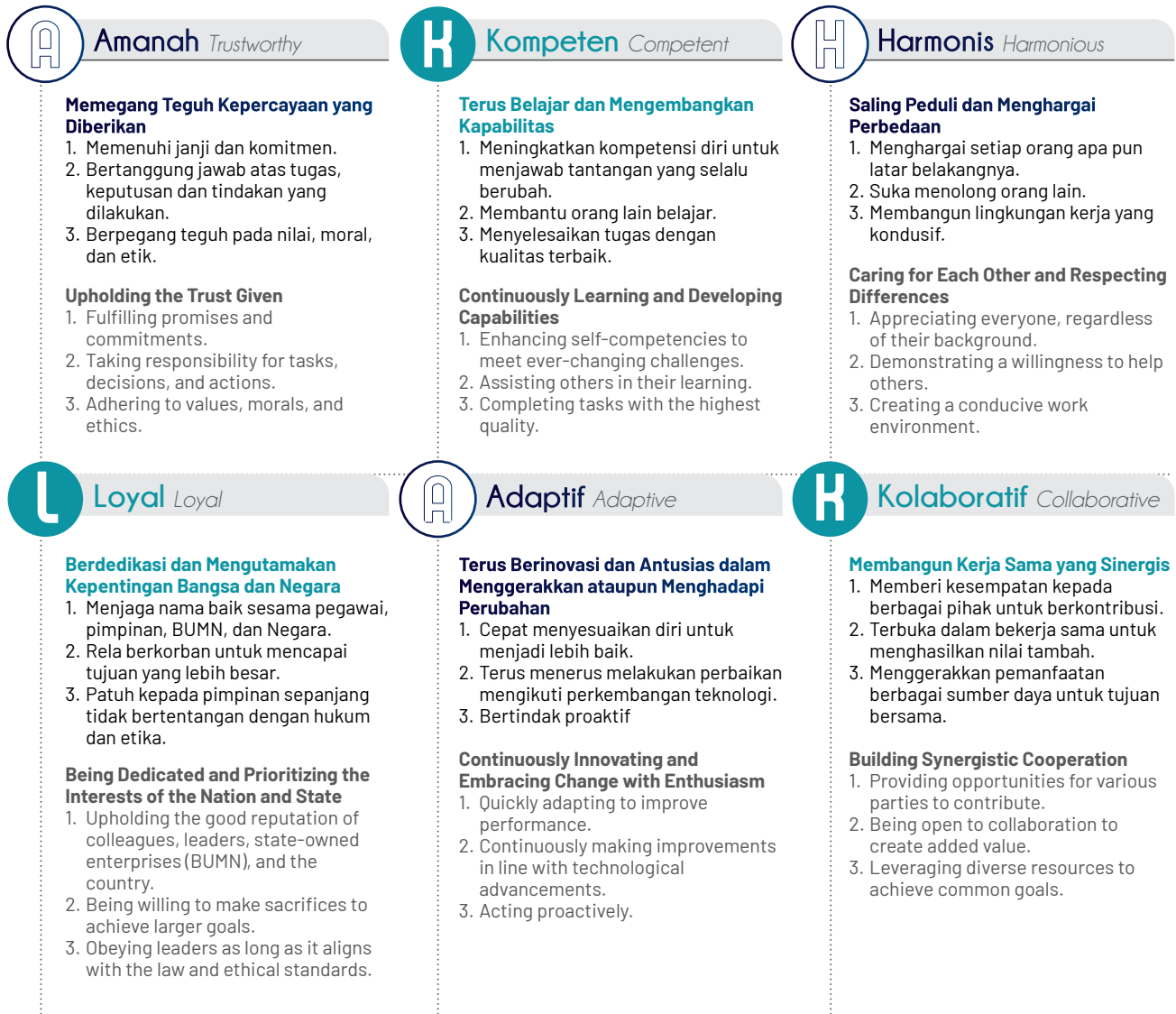
### BUDAYA PERUSAHAAN

Sebagai Badan Usaha Milik Negara (BUMN), KAI menerapkan budaya Perseroan berupa *core values* "AKHLAK" sesuai Keputusan Menteri BUMN No. SE-7/MBU/ 07/2020. *Core values* "AKHLAK" dijelaskan sebagai berikut:

### CORPORATE CULTURE

As a State-Owned Enterprise (SOE), KAI implements "AKHLAK" core values as its corporate culture in accordance with the Decree of the Minister of State-Owned Enterprises No. SE7/MBU/07/2020. The core values of "AKHLAK" are explained as follows:

# AKHLAK



## Kegiatan Usaha

### Business Activities



#### KEGIATAN USAHA MENURUT ANGGARAN DASAR YANG DIJALANKAN

KAI telah mengalami beberapa kali perubahan Anggaran Dasar, dengan perubahan terakhir berdasarkan Pernyataan Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perseroan PT Kereta Api Indonesia (Persero) yang dinyatakan dalam Akta No. 122 tanggal 11 Januari 2023, yang laporan pemberitahuannya telah diterima dan tercatat dalam basis data Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia sebagaimana dinyatakan dalam Surat No. AHU-AH.01.03-0008225 tanggal 17 Januari 2023.

Dalam Pasal 3 Anggaran Dasar Perseroan, maksud dan tujuan serta kegiatan usaha KAI telah disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) terbaru dengan perincian sebagai berikut:

1. Untuk mencapai maksud dan tujuan, Perseroan dapat melaksanakan kegiatan usaha yaitu:
  - a. Melakukan penyelenggaraan prasarana perkeretaapian yang meliputi pembangunan, pengoperasian, perawatan, dan pengusahaan prasarana perkeretaapian yang mencakup pada kegiatan:
    1. Konstruksi Gedung lainnya.
    2. Konstruksi jalan rel.
    3. Konstruksi Bangunan Sipil Jembatan, Jalan Layang, Fly Over, dan Underpass.
    4. Konstruksi Terowongan.
    5. Konstruksi Bangunan Sipil Telekomunikasi Untuk Prasarana Transportasi.
    6. Instalasi Listrik.
    7. Instalasi Sinyal dan Telekomunikasi Kereta Api.
    8. Aktivitas Stasiun Kereta Api.
  - b. Melakukan Penyelenggaraan sarana perkeretaapian yang meliputi pengadaan, pengoperasian, perawatan, dan pengusahaan sarana perkeretaapian yang mencakup pada kegiatan usaha:

#### BUSINESS ACTIVITIES ACCORDING TO THE ARTICLES OF ASSOCIATION

KAI has made several amendments to its Articles of Association, with the most recent change detailed in the Decree of the Minister of State for State-Owned Enterprises during the General Meeting of Shareholders of PT Kereta Api Indonesia (Persero). This change is outlined in Deed No. 122, dated January 11, 2023, and the notification report has been received and recorded in the Legal Entity Administration System database of the Ministry of Law and Human Rights, as stated in Letter No. AHU-AH.01.03-0008225, dated January 17, 2023.

In Article 3 of the Company's Articles of Association, the KAI's objectives and business activities have been updated to align with the latest Indonesian Standard Classification of Business Fields (KBLI). The details are as follows:

1. To achieve its objectives, the Company may engage in the following business activities:
  - a. Provision of railway infrastructure, which includes the construction, operation, maintenance, and management of railway infrastructure. This includes:
    1. Other building construction.
    2. Railroad construction.
    3. Construction of civil buildings for bridges, flyovers, and underpasses.
    4. Construction of tunnels.
    5. Construction of civil telecommunication buildings for transportation infrastructure.
    6. Electrical installation.
    7. Railway signal and telecommunication installation.
    8. Railway station activities.
  - b. Provision of railway facilities, which include procurement, operation, maintenance, and management activities related to:

## Kegiatan Usaha *Business Activities*



- |                                                                                                                            |                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1. Reparasi lokomotif dan gerbong kereta.                                                                                  | 1. Repair of locomotives and train carriages.                                                                    |
| 2. Angkutan jalan rel untuk penumpang.                                                                                     | 2. Railroad transportation for passengers.                                                                       |
| 3. Angkutan jalan rel untuk barang.                                                                                        | 3. Railroad transportation for goods.                                                                            |
| 4. Angkutan jalan rel perkotaan.                                                                                           | 4. Urban railroad transportation.                                                                                |
| 5. Angkutan jalan rel wisata.                                                                                              | 5. Railroad transportation for tourism.                                                                          |
| c. Perdagangan besar alat transportasi darat (bukan mobil, sepeda motor, dan sejenisnya), suku cadang dan perlengkapannya. | c. Wholesale trade in land transportation equipment (excluding cars and motorbikes), spare parts, and equipment. |
| d. Perdagangan besar barang bekas dan sisa-sisa tak terpakai (scrap).                                                      | d. Wholesale trade in used goods and unused scraps.                                                              |
| e. Aktivitas konsultasi transportasi.                                                                                      | e. Transportation consulting activities.                                                                         |
| f. Aktivitas konsultan manajemen lainnya.                                                                                  | f. Other management consulting activities.                                                                       |
| g. Kegiatan penunjang pendidikan.                                                                                          | g. Educational support activities.                                                                               |
| h. Penanganan kargo (bongkar muat barang).                                                                                 | h. Cargo handling (loading and unloading of goods).                                                              |
| i. Aktivitas Ekspedisi Muatan Kereta Api dan Ekspedisi Angkutan Darat (EMKA & EAD).                                        | i. Railway freight expedition and land transportation expedition activities (EMKA & EAD).                        |



- j. Angkutan multimoda.
- k. Aktivitas agen perjalanan lainnya.
- l. Pendidikan lainnya swasta.
- m. Pendidikan kesehatan swasta.
- n. Pendidikan dan pelatihan di bidang perkeretaapian.
- o. Aktivitas penunjang pertambangan dan penggalian lainnya.
- p. Usaha jasa pertambangan.
- q. *Real estate* yang dimiliki sendiri atau disewa.
- r. Kerja sama peningkatan akses stasiun kereta api yang bersinggungan dengan lahan milik pihak lain untuk dikembangkan dengan konsep terhubung dalam rangka meningkatkan nilai tambah bagi Perusahaan dan mendukung peningkatan pelayanan penumpang.

2. Selain kegiatan usaha utama sebagaimana dimaksud pada *point* 1, Perseroan dapat melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk:

- a. Pergudangan dan penyimpanan.
- b. Aktivitas *cold storage*.
- c. Aktivitas *bounded warehousing* atau wilayah kawasan berikat.
- d. Pergudangan dan penyimpanan lainnya.
- e. Aktivitas pelayanan Kepelabuhan laut.
- f. Aktivitas pelayanan Kepelabuhan sungai dan danau.
- g. Angkutan melalui saluran pipa.
- h. Konstruksi sentral telekomunikasi.
- i. Konstruksi jaringan irigasi, komunikasi dan limbah lainnya.
- j. Aktivitas telekomunikasi Khusus keperluan sendiri.
- k. Aktivitas pengolahan data.
- l. Portal web dan/atau platform digital dengan tujuan komersial.
- m. Konstruksi Gedung Hunian.
- n. Konstruksi Gedung Perkantoran.
- o. Konstruksi Gedung Perbelanjaan.
- p. Konstruksi Gedung Penginapan.
- q. Instalasi Mekanikal.
- r. Instalasi konstruksi lainnya yang tidak diklasifikasikan di tempat lain.
- s. Periklanan.
- t. Aktivitas klinik swasta.
- u. Aktivitas pelayanan kesehatan yang dilakukan oleh tenaga kesehatan selain dokter dan dokter gigi.
- v. Perdagangan eceran barang dan obat farmasi untuk manusia di apotek.
- w. Aktivitas pelayanan penunjang kesehatan.
- x. Konstruksi gedung kesehatan.

- j. Multimodal transportation.
- k. Other activities of travel agents.
- l. Private education services.
- m. Private health education services.
- n. Education and training in the railway sector.
- o. Other mining and excavation support activities.
- p. Mining service business.
- q. Ownership or leasing of real estate.
- r. Collaboration to improve access to train stations intersecting land owned by other parties, to develop a connected concept for added value and enhanced passenger services.

2. In addition to the main business activities mentioned above, the Company may engage in additional activities to optimize its resources, including:

- a. Warehousing and storage.
- b. Cold storage activities.
- c. Bounded warehousing or bonded zone areas.
- d. Other warehousing and storage services.
- e. Seaport service activities.
- f. River and lake port service activities.
- g. Transportation through pipelines.
- h. Construction of telecommunication centers.
- i. Construction of irrigation networks and waste management systems.
- j. Special telecommunication activities for personal use.
- k. Data processing activities.
- l. Operation of web portals and/or digital platforms for commercial purposes.
- m. Construction of residential buildings.
- n. Construction of office buildings.
- o. Construction of shopping buildings.
- p. Construction of lodging facilities.
- q. Mechanical installations.
- r. Other unspecified construction installations.
- s. Advertising services.
- t. Private clinic services.
- u. Health services provided by health workers other than doctors and dentists.
- v. Retail trade of pharmaceutical goods and drugs in pharmacies.
- w. Health support services.
- x. Construction of health facilities.

- y. Penyiapan lahan.
- z. Museum yang dikelola swasta.
- aa. Aktivitas biro perjalanan wisata.
- ab. Melakukan kegiatan penyertaan modal pada perusahaan lain dalam rangka mengembangkan proses bisnis Perseroan.

Sesuai maksud dan tujuan Perseroan, kegiatan usaha KAI adalah beroperasi di bidang transportasi, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perusahaan dengan menerapkan prinsip-prinsip Perusahaan Terbatas.

### PRODUK DAN JASA [OJK C.4][GRI 2-6]

Perseroan merupakan BUMN yang menyediakan, mengatur, dan mengurus jasa angkutan kereta api di Indonesia. Seiring perkembangan dinamika dunia usaha dan perkembangan pasar, Perseroan juga menyelenggarakan kegiatan usaha penunjang lain dengan memanfaatkan sumber daya yang dimilikinya.

Kegiatan usaha KAI dibagi ke dalam beberapa segmen usaha yang menjadi sumber-sumber pendapatan bagi Perseroan. Segmen usaha tersebut adalah angkutan penumpang, angkutan barang, pendukung angkutan kereta api, pendapatan non-angkutan dan subsidi Pemerintah yang terdiri dari PSO, IMO, dan Perintis.

#### • ANGKUTAN PENUMPANG KERETA

Sebagai perusahaan yang mengelola perkeretaapian di Indonesia, KAI banyak mengoperasikan KA penumpang, baik KA Utama (Komersial dan Non-Komersial), maupun KA lokal di Jawa dan Sumatera.

Pengoperasian layanan KA penumpang, selain dilakukan oleh KAI sebagai induk perusahaan, juga dilaksanakan oleh anak perusahaan yakni PT Kereta Commuter Indonesia, PT Railink, serta PT Kereta Api Pariwisata.

PT Kereta Commuter Indonesia (KAI Commuter) atau yang lebih dikenal dengan KAI Commuter, merupakan anak perusahaan KAI yang dipercaya untuk mengelola KRL Commuter Line Jakarta, Bogor, Depok, Tangerang, dan Bekasi (Jabodetabek). Sejak 1 Oktober 2020, KAI menugaskan KAI Commuter untuk mengoperasikan kereta api lokal di wilayah Daop 1 Jakarta.

- y. Land preparation services.
- z. Management of privately owned museums.
- aa. Travel agency operations.
- ab. Capital participation in other companies to enhance and develop the Company's business processes.

In alignment with the Company's objectives, KAI's operations are focused on the transportation sector while optimizing the use of its resources to deliver high-quality, competitive goods and/or services to achieve profitability and enhance the Company's value, adhering to the principles of a Limited Company.

### PRODUCTS AND SERVICES [OJK C.4][GRI 2-6]

The Company is a state-owned enterprise that provides, regulates, and manages railway transportation services across Indonesia. In response to evolving business dynamics and market trends, the Company also engages in additional supportive business activities to optimize its resource utilization.

KAI's operations are categorized into several business segments, each serving as a source of income for the Company. These segments include passenger transportation, freight transportation, railway support services, non-transportation income, and government subsidies encompassing PSO, IMO, and Pioneer.

#### • PASSENGER TRAIN TRANSPORTATION

As a railway operator in Indonesia, KAI manages an extensive range of passenger trains, including both Main Trains (Commercial and Non-Commercial) and local services across Java and Sumatra.

The operation of passenger train services is not only carried out by KAI as the parent company but also by its subsidiaries, namely PT Kereta Commuter Indonesia, PT Railink, and PT Kereta Api Pariwisata.

PT Kereta Commuter Indonesia (KAI Commuter), commonly known as KAI Commuter, is a subsidiary of KAI entrusted with managing the KRL Commuter Line in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek). Since October 1, 2020, KAI has assigned KAI Commuter to operate local trains in the Jakarta Area Operation District (Daop 1 Jakarta).

Seiring berlakunya Grafik Perjalanan Kereta Api (Gapeka) Tahun 2021 per 1 Maret 2021, KAI Commuter mengoperasikan KRL di luar wilayah Jabodetabek yaitu KRL relasi Yogyakarta - Solo Balapan (PP) menggantikan KA Prambanan Ekspres yang saat ini hanya melayani Yogyakarta - Kutoarjo (PP).

Ekspansi KAI Commuter tidak berhenti di 2 wilayah tersebut, pada April 2022, KA Lokal di Wilayah 2 Bandung dan Wilayah 8 Surabaya dengan izin operasi di November semakin memperluas wilayah operasi KAI Commuter. Di akhir tahun 2022 KAI Commuter diberikan tugas untuk mengoperasikan Kereta Bandara.

Setelah *Switch Over* (SO) 5 Manggarai pada 2022, pola operasi di Wilayah Jabodetabek mengalami perubahan. Perjalanan pada lintas Bogor/Nambo/Depok hanya ke Jakarta Kota, sedangkan lintas Cikarang/Bekasi perjalanan terbagi atas *full racket* (Cikarang/Bekasi-Kampung Bandan via Manggarai untuk kembali ke Cikarang/Bekasi via Pasar Senen dan Cikarang/Bekasi-Kampung Bandan via Pasar Senen untuk kembali ke Cikarang/Bekasi via Manggarai). Untuk *half racket* (Cikarang/Bekasi-Kampung Bandan/Angke via Manggarai untuk kembali ke Cikarang/Bekasi via Manggarai). Sementara untuk lintas Tanah Abang-Rangkasbitung dan lintas Duri-Tangerang masih tetap sama.

Sementara untuk kereta bandara selain Bandara Soekarno-Hatta, KAI mendelegasikan kepada PT Railink (KAI Bandara), anak perusahaan KAI yang menghadirkan layanan transportasi publik berbasis *railway* berupa Kereta Api Bandara.

Sejak didirikan pada 28 September 2006, KAI Bandara mengoperasikan KA Bandara Kualanamu sebagai KA Bandara pertama di Indonesia pada 25 Juli 2013. KAI Bandara mendatangkan 4 (empat) rangkaian kereta eksklusif dan modern yang berstandar internasional dengan rute Stasiun Medan - Stasiun Kualanamu (PP).

Pada 28 September 2022 KAI Bandara Kualanamu membuka layanan baru di Stasiun Bandar Khalipah Medan, sehingga rute perjalanan menjadi Stasiun Medan - Stasiun Bandar Khalipah - Stasiun Kualanamu (PP). Setahun kemudian, pada 1 September 2023 KA Bandara kembali menambah rute perjalanan dari Stasiun Medan - Kualanamu (PP) dengan penambahan 2 (dua) stasiun pemberhentian yaitu Araskabu, dan Batangkuis, sehingga rute saat ini menjadi Stasiun Medan- Stasiun Bandar

With the implementation of the 2021 Train Schedule (Gapeka) as of March 1, 2021, KAI Commuter operates commuter trains outside the Jabodetabek area, namely the Yogyakarta - Solo Balapan commuter train, replacing the Prambanan Express train, which currently only serves the Yogyakarta - Kutoarjo route.

KAI Commuter's expansion doesn't stop at these two areas; in April 2022, local trains in Region 2 Bandung and Region 8 Surabaya, with operating permits granted in November, further expand KAI Commuter's operational area. At the end of 2022, KAI Commuter was tasked with operating Airport Trains.

Following the *Switch Over* (SO) at Manggarai 5 in 2022, there have been operational changes in the Jabodetabek area. For the Bogor/Nambo/Depok routes, the journey is now only to Jakarta Kota, while for the Cikarang/Bekasi routes, the journey is divided into *full racket* (Cikarang/Bekasi-Kampung Bandan via Manggarai to return to Cikarang/Bekasi via Pasar Senen and Cikarang/Bekasi-Kampung Bandan via Pasar Senen to return to Cikarang/Bekasi via Manggarai). As for *half racket* routes (Cikarang/Bekasi-Kampung Bandan/Angke via Manggarai to return to Cikarang/Bekasi via Manggarai). Meanwhile, the Tanah Abang-Rangkasbitung and Duri-Tangerang routes remain unchanged.

Regarding airport trains other than Soekarno-Hatta Airport, KAI has delegated the task to PT Railink (KAI Airport), a subsidiary of KAI that provides public transportation services based on railway infrastructure in the form of Airport Trains.

Established on September 28, 2006, KAI Airport operates the Kualanamu Airport Train as Indonesia's first Airport Train on July 25, 2013. KAI Airport introduced 4 (four) exclusive and modern train sets with international standards on the route from Medan Station to Kualanamu Station (round trip).

On September 28, 2022, KAI Airport Kualanamu opened a new service at Bandar Khalipah Medan Station, thus expanding the travel route to Medan Station-Bandar Khalipah Station-Kualanamu Station (round trip). A year later, on September 1, 2023, the Airport Train added another route from Medan Station to Kualanamu Station (round trip) with the addition of 2 (two) additional stops at Araskabu and Batangkuis stations, making the current route from Medan Station to Bandar Khalipah Station-

Khalipah – Stasiun Batangkuis – Stasiun Araskabu – Stasiun Kualanamu (PP). Pada tanggal 1 September 2023 pula KA Lokal Srilelawangsa mulai dioperasikan oleh KAI Bandara dengan sistem yang sama dengan KA Bandara yaitu berbasis *Airport Railway Ticketing System* (ARTS) dengan relasi Medan, Binjai, Kuala Bingai.

Pada tanggal 26 Desember 2017, KAI Bandara menambah perjalanan KA Bandara Soekarno Hatta (Basoetta) yang kini pengelolaannya telah beralih ke KAI Commuter.

Mulai 1 April tahun 2022, KAI Bandara mendapatkan penugasan sebagai penyedia layanan dan sistem pembelian tiket di Kereta Api Bandara Yogyakarta International Airport. KAI Bandara YIA melayani tiga stasiun yaitu stasiun Yogyakarta, Wates, dan YIA. Pada November 2022 KAI Bandara mendapatkan izin operasi untuk menjadi operator penuh KA Bandara Yogyakarta.

Kemudian, KAI Wisata dijalankan oleh PT Kereta Api Pariwisata yang menawarkan produk jasa/layanan meliputi paket perjalanan wisata untuk perorangan (FIT) ataupun rombongan dengan sistem pola carter, dengan menggunakan kereta api sebagai transportasi utama. Sejumlah yang disewakan antara lain Kereta Istimewa, Kereta Panoramic, Kereta Wisata Bali, Kereta Wisata Imperial, Kereta Wisata Jawa, Kereta Wisata Nusantara, Kereta Wisata *Priority*, Kereta Wisata Sumatera, Kereta Wisata Toraja dan Kereta Uap di Museum Ambarawa.

KAI Wisata yang diberikan kepercayaan fokus pada bidang jasa pariwisata kereta api telah memiliki 12 lini bisnis saat ini diantaranya mengelola:

1. Kereta wisata.
2. Hotel Transit Gambir.
3. Lounge Anggrek.
4. *Luxury Lounge*.
5. *Shower n Locker*.
6. *Heritage Building* Lawang Sewu & Indonesia Railway Museum Ambarawa.
7. Ticketing & Pengelolaan Dokumen Perjalanan.
8. Tenaga *Frontliner* & *Contact Centre*.
9. *Tour & Mice*.
10. Periklanan, *Podcast* & Pengelolaan Social Media.
11. Aplikasi *E-Porter*.
12. Sewa Kendaraan Restorasi.

Batangkuis Station–Araskabu Station–Kualanamu Station (round trip). On September 1, 2023, the Srilelawangsa Local Train also began operating under KAI Airport with the same system as the Airport Train, based on the Airport Railway Ticketing System (ARTS), with routes covering Medan, Binjai, and Kuala Bingai.

On December 26, 2017, KAI Airport added flights for the Soekarno–Hatta Airport Train (Basoetta), which is now managed by KAI Commuter.

Starting April 1, 2022, KAI Airport was tasked with providing ticketing services and ticket purchasing systems for the Yogyakarta International Airport Train. KAI Airport YIA serves three stations: Yogyakarta Station, Wates Station, and YIA Station. In November 2022, KAI Airport obtained an operating permit to become the full operator of the Yogyakarta Airport Train.

Furthermore, KAI Wisata, operated by PT Kereta Api Pariwisata, offers tourism service products, including travel packages for individuals (FIT) or groups with a charter pattern system, using trains as the main mode of transportation. Some of the trains available for rent include the Special Train, Panoramic Train, Bali Tourism Train, Imperial Tourism Train, Java Tourism Train, Nusantara Tourism Train, Priority Tourism Train, Sumatra Tourism Train, Toraja Tourism Train, and Steam Train at the Ambarawa Museum.

KAI Wisata, entrusted with focusing on railway tourism services, currently manages 12 business lines, including:

1. Tourist train services.
2. Gambir Transit Hotel.
3. Anggrek Lounge.
4. *Luxury Lounge*.
5. Shower and Locker facilities.
6. Heritage attractions like Lawang Sewu & the Indonesia Railway Museum in Ambarawa.
7. Ticketing and travel document management.
8. Frontliner and contact center staff.
9. Tour and MICE.
10. Advertising, podcasting, and social media management.
11. *E-Porter* application services.
12. Vehicle rental services.



- **RESTORASI**

Setiap rangkaian kereta api milik KAI dilengkapi dengan kereta yang berfungsi sebagai restorasi, atau gerbong restoran. Restorasi pada rangkaian kereta api tersebut menyediakan layanan makan dan minum bagi pelanggan selama perjalanan.

KAI memiliki anak perusahaan PT Reska Multi Usaha (KAI Services) sebagai pelaksana restorasi yang juga menunjang kebijakan dan program KAI selaku perusahaan induk pada usaha restoran kereta api serta usaha terkait lainnya. Bidang usaha KAI Services terbagi ke dalam 3 (tiga) bisnis inti, yaitu:

1. **On Board Services**

Terdiri dari restoran kereta dan jasa kebersihan di kereta serta fasilitas penunjang lainnya (*passenger amenities*).

2. **Integrated Facility Service**

Terdiri dari keamanan, parkir, jasa kebersihan, dan alih daya.

3. **Commercial Services**

Terdiri dari kafe, catering, dan layanan umum

- **ANGKUTAN BARANG**

Selain angkutan penumpang, Perseroan juga menyediakan jasa angkutan barang mulai dari skala kecil hingga skala besar termasuk komoditas industri. Untuk layanan angkutan barang, KAI melalui anak perusahaannya, PT Kereta Api Logistik (KAI Logistik) sebagai Badan Usaha Angkutan Multimoda, melakukan usaha di bidang layanan distribusi logistik dengan berbagai segmentasi produk diantaranya KALOG Express untuk layanan kurir dan kargo, KALOG Plus untuk mengakomodir kebutuhan pengiriman barang dalam jumlah yang lebih besar, serta layanan penunjang untuk memastikan terpenuhinya kebutuhan logistik yang beragam seperti angkutan kontainer, *Freight Forwarding*, depot/*warehousing* dan kegiatan keterminalan lainnya. Selain itu, KAI Logistik juga menghadirkan KALOG Pro untuk segmentasi logistik *business to business* dengan menawarkan keunggulan dan pelayanan prima serta menyediakan layanan *one stop solution/end to end services* guna mewujudkan layanan *total logistics solution* seperti layanan angkutan *multi commodity, project logistic*, keterminalan dan penanganan batu bara.

- **RESTORATION**

Every train set owned by KAI is equipped with a carriage serving as a restaurant, or dining car. These dining cars provide food and beverage services for passengers during their journey.

KAI has a subsidiary named PT Reska Multi Usaha (KAI Services) tasked with executing the restoration services while also supporting KAI's policies and programs as the parent company in the train restaurant business and other related ventures. The business sectors of KAI Services are divided into 3 (three) core businesses, namely:

1. **On Board Services**

This includes train restaurants and cleaning services onboard.

2. **Integrated Facility Services**

This covers security, parking, cleaning services, and outsourcing solutions.

3. **Commercial Services**

This encompasses cafes, catering, and various public services.

- **FREIGHT TRANSPORTATION**

In addition to passenger transportation, the Company also provides freight transportation services ranging from small to large scale, including industrial commodities. For freight transportation services, KAI, through its subsidiary PT Kereta Api Logistik (KAI Logistics) as a Multimodal Transportation Business Entity, engages in logistics distribution services with various product segmentations. This includes KALOG Express for courier and cargo services, KALOG Plus to accommodate larger shipment quantities, as well as supporting services to ensure diverse logistics needs are met, such as container transportation, Freight Forwarding, depot/*warehousing*, and other terminal activities. Moreover, KAI Logistics also introduces KALOG Pro for business-to-business logistics segmentation, offering superior advantages and premium services, as well as providing one-stop solutions/ end-to-end services to realize total logistics solutions such as multi-commodity transportation services, project logistics, terminal operations, and coal handling.

KAI Logistik memiliki orientasi pengembangan bisnis sebagai penyedia jasa layanan distribusi logistik secara total (*Total Logistics Solution*) melalui *End-to-End Services* atau sebagai *SCM Service Provider* dengan dukungan teknologi informasi. Untuk memfasilitasi layanan logistik secara terpadu, KAI Logistik telah membangun sejumlah infrastruktur jasa logistik, antara lain terminal kereta api di pulau Jawa serta fasilitas dan infrastruktur yang dimodernisasi untuk penanganan batu bara di Sumatera Selatan.

KAI Logistics has a business development orientation as a total logistics distribution service provider through *End-to-End Services* or as an *SCM Service Provider* with IT support. To facilitate integrated logistics services, KAI Logistics has built several logistics service infrastructures, including railway terminals in Java and modernized facilities and infrastructure for coal handling in South Sumatra.

## Skala Usaha [OJK C.3] [GRI 2-6]

*Business Scale [OJK C.3] [GRI 2-6]*

(Dalam Ribuan Rupiah)

(In Thousands of Rupiah)

| Uraian / Description                                    | 2024           | 2023           | 2022           |
|---------------------------------------------------------|----------------|----------------|----------------|
| Total Pendapatan / Total Income                         | 36.108.216.958 | 35.106.535.574 | 25.577.639.010 |
| Jumlah Liabilitas / Total Liabilities                   | 61.774.463.399 | 50.468.176.132 | 42.501.045.418 |
| Jumlah Ekuitas / Total Equity                           | 35.324.662.473 | 30.906.137.241 | 29.080.184.305 |
| Jumlah Aset / Total Assets                              | 97.099.125.872 | 81.374.313.373 | 71.581.229.723 |
| Laba (Rugi) Tahun Berjalan / Income (Loss) for the Year | 2.222.582.760  | 1.871.548.137  | 1.685.989.220  |

## Rantai Pasok dan Relasi Bisnis Lainnya [GRI 2-6]

*Supply Chain and Other Business Relation [GRI 2-6]*

Kegiatan operasional Perseroan melibatkan sejumlah mitra kerja, antara lain dalam membangun prasarana beserta fasilitas perawatan prasarana, serta sarana beserta fasilitas perawatan sarananya. Selain itu, Perseroan juga melibatkan sejumlah mitra kerja di bidang jasa guna meningkatkan kualitas layanan produk dan jasa KAI.

Di tahun 2024, Perseroan melibatkan para pemasok lokal dengan proporsi pembayaran kepada pemasok lokal mencapai 97,29% dari total nilai pembayaran KAI kepada pemasok. Informasi lebih lanjut mengenai relasi bisnis KAI dengan pihak-pihak berelasi terdapat pada Bab Analisis dan Pembahasan Manajemen.

The Company's operational activities involve a number of partners, including in building infrastructure and infrastructure maintenance facilities, as well as facilities and maintenance facilities. In addition, the Company also involves a number of partners in the service sector to improve the quality of KAI's product and service services.

In 2024, the Company involved local suppliers with the proportion of payments to local suppliers reaching 97.29% of the total value of KAI's payments to suppliers. Further information regarding KAI's business relations with related parties can be found in the Management Analysis and Discussion Chapter.

# Peta Wilayah Operasional [OJK C.2, C.3] [GRI 2-2]

Map of Operational Area [OJK C.2, C.3] [GRI 2-2]

Di tahun 2024, KAI memiliki 1(satu) Kantor Pusat, 9(sembilan) Daerah Operasi, 4(empat) Divisi Regional, 1(satu) Sub Divisi Regional dan 8(delapan) Balai Yasa.

In 2024, KAI has 1(one) Head Office, 9(nine) Operational Areas, 4(four) Regional Divisions, 1(one) Regional Sub Division and 8(eight) Railway Workshop.

## JARINGAN KANTOR

Tabel Jaringan Kantor Tahun (5 tahun terakhir)

| Jaringan Kantor / Office Network                       | 2024 | 2023 | 2022 | 2021 | 2020 |
|--------------------------------------------------------|------|------|------|------|------|
| Kantor Pusat / Head Office                             | 1    | 1    | 1    | 1    | 1    |
| Daerah Operasi (Daop) / Operation Area                 | 9    | 9    | 9    | 9    | 9    |
| Divisi Regional (Divre) / Regional Division            | 4    | 4    | 4    | 4    | 4    |
| Sub Divisi Regional (Subdivre) / Regional Sub-Division | 1    | 1    | 1    | 1    | 1    |
| Balai Yasa / Railway Workshop                          | 8    | 8    | 8    | 8    | 8    |

## OFFICE NETWORK

Table of Office Network (the Last 5 Years)



## Peta Wilayah Operasional Map of Operational Area

Wilayah operasi PT Kereta Api Indonesia (Persero) mencakup Pulau Sumatera dan Jawa. Wilayah kerja di Pulau Jawa dibagi berdasarkan Daerah Operasi (Daop), sedangkan wilayah kerja di Sumatera dibagi berdasarkan Divisi Regional (Divre).

The operational area of PT Kereta Api Indonesia (Persero) covers the islands of Sumatra and Java. The work areas in Java are divided based on Operating Regions (Daop), while the work areas in Sumatra are divided based on Regional Divisions (Divre).

| Wilayah / Area     | Kantor Pusat / Head Office | Daerah Operasi / Operation Area | Divisi Regional / Regional Division | Sub Divisi Regional / Regional Sub-Division | Balai Yasa / Railway Workshop |
|--------------------|----------------------------|---------------------------------|-------------------------------------|---------------------------------------------|-------------------------------|
| Jawa / Java        | 1                          | 9                               | -                                   | -                                           | 6                             |
| Sumatera / Sumatra | -                          | -                               | 4                                   | 1                                           | 2                             |





## Data Pekerja [OJK C.3] [GRI 2-7, 405-1]

Employees Data [OJK C.3] [GRI 2-7, 405-1]

### KOMPOSISI PEKERJA BERDASARKAN JENIS KELAMIN

(Dalam satuan orang)

### EMPLOYEE COMPOSITION BASED ON GENDER

(In person)

| Jenis Kelamin / Gender | 2024          | 2023          | 2022          |
|------------------------|---------------|---------------|---------------|
| Laki-laki / Male       | 28.005        | 28.238        | 27.291        |
| Perempuan / Female     | 1.702         | 1.652         | 1.556         |
| <b>Jumlah / Total</b>  | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

### KOMPOSISI PEKERJA BERDASARKAN LEVEL JABATAN

(Dalam satuan orang)

### EMPLOYEE COMPOSITION BASED ON POSITION

(In person)

| Level Jabatan / Position                                                                             | 2024          | 2023          | 2022          |
|------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|
| Dewan Komisaris / Board of Commissioners                                                             | 8             | 9             | 9             |
| Direksi / Board of Directors                                                                         | 9             | 9             | 9             |
| Executive Vice President                                                                             | 50            | 51            | 47            |
| Vice President/ General Manager                                                                      | 184           | 180           | 176           |
| Senior Manager dan Manager / Senior Manager and Manager                                              | 847           | 830           | 749           |
| Junior Manager                                                                                       | 0             | 2             | 943           |
| Assistant Manager                                                                                    | 2.133         | 2.105         | 1.178         |
| Senior Supervisor                                                                                    | 0             | 0             | 889           |
| Supervisor                                                                                           | 11.144        | 10.965        | 1.266         |
| Junior Supervisor                                                                                    | 0             | 1             | 1.101         |
| Pelaksana / Officer                                                                                  | 15.009        | 15.426        | 22.408        |
| Perjanjian Kerja Waktu Tertentu (Staf-PKWT) /<br>Fixed Term Employment Agreement (Fixed-Term Staffs) | 89            | 79            | 6             |
| Perbantuan di Instansi Lain/Afiliasi / Secondment to Other Institutions/Affiliates                   | 251           | 251           | 85            |
| <b>Jumlah / Total</b>                                                                                | <b>29.724</b> | <b>29.908</b> | <b>28.865</b> |

**Keterangan: / Information:**

Data gabungan Dewan Komisaris, Direksi, pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data of the Board of Commissioners, Board of Directors, support employees in subsidiaries and PKWT employees of the Company.

### KOMPOSISI PEKERJA BERDASARKAN RENTANG USIA

(Dalam satuan orang)

### EMPLOYEE COMPOSITION BASED ON AGE

(In person)

| Usia / Male                   | 2024          | 2023          | 2022          |
|-------------------------------|---------------|---------------|---------------|
| < 30 tahun / <30 years old    | 7.396         | 8.322         | 7.989         |
| 31-40 tahun / 31-40 years old | 13.830        | 12.698        | 11.688        |
| 41-50 tahun / 41-50 years old | 5.698         | 6.205         | 6.606         |
| 51-55 tahun / 51-55 years old | 2.783         | 2.665         | 2.564         |
| <b>Jumlah / Total</b>         | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

**KOMPOSISI PEKERJA BERDASARKAN TINGKAT PENDIDIKAN****EMPLOYEE COMPOSITION BASED ON EDUCATION LEVEL**

(Dalam satuan orang)

(In person)

| Tingkat Pendidikan / Education    | 2024          | 2023          | 2022          |
|-----------------------------------|---------------|---------------|---------------|
| S3 – Doktor / Doctoral            | 0             | 0             | 0             |
| S2 – Magister / Master            | 120           | 86            | 78            |
| S1 – Sarjana / Bachelor           | 2.335         | 2.190         | 2.022         |
| D3 – Diploma / Associate's Degree | 1.354         | 1.282         | 1.033         |
| SLTA/SMA / High School            | 25.275        | 25.559        | 24.763        |
| SLTP/SMP / Junior High School     | 405           | 483           | 582           |
| SD / Elementary School            | 218           | 290           | 369           |
| <b>Jumlah / Total</b>             | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

**KOMPOSISI PEKERJA BERDASARKAN STATUS KETERNAGAKERJAAN****EMPLOYEE COMPOSITION BASED ON EMPLOYMENT STATUS**

(Dalam satuan orang)

(In person)

| Status Ketenagakerjaan / Employment Status | 2024          | 2023          | 2022          |
|--------------------------------------------|---------------|---------------|---------------|
| Eks-PNS / Ex-Civil Servant                 | 27            | 89            | 206           |
| Eks-Perum / Ex-Public Company Employees    | 9.248         | 9.818         | 10.278        |
| Persero                                    | 20.343        | 19.904        | 18.357        |
| PKWT / Fixed-Term Contract                 | 89            | 79            | 6             |
| <b>Jumlah / Total</b>                      | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

**KOMPOSISI PEKERJA BERDASARKAN LAMA BEKERJA****EMPLOYEE COMPOSITION BASED ON EMPLOYMENT PERIOD**

(Dalam satuan orang)

(In person)

| Lama Bekerja / Employment Period | 2024          | 2023          | 2022          |
|----------------------------------|---------------|---------------|---------------|
| <10 tahun / <10 years old        | 10.887        | 11.654        | 11.062        |
| 10 tahun / 10 years old          | 6.969         | 738           | 10.493        |
| 15 tahun / 15 years old          | 7.786         | 9.284         | 2.165         |
| 20 tahun / 20 years old          | 811           | 3.682         | 937           |
| 25 tahun / 25 years old          | 2.289         | 1.006         | 3.717         |
| 30 tahun / 30 years old          | 938           | 3.008         | 449           |
| >35 tahun / >35 years old        | 27            | 518           | 24            |
| <b>Jumlah / Total</b>            | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

**KOMPOSISI PEKERJA BERDASARKAN WILAYAH BEKERJA****EMPLOYEE COMPOSITION BASED ON WORKING AREA**

(Dalam satuan orang)

(In person)

| Wilayah Bekerja / Working Area                      | 2024  | 2023  | 2022  |
|-----------------------------------------------------|-------|-------|-------|
| KAI Kantor Pusat / KAI Head Office                  | 2.142 | 2.095 | 1.872 |
| Balai Yasa Manggarai / Manggarai Railway Workshop   | 3.014 | 317   | 322   |
| Balai Yasa Tegal / Tegal Railway Workshop           | 1.827 | 247   | 255   |
| Balai Yasa Yogyakarta / Yogyakarta Railway Workshop | 1.311 | 391   | 377   |

| Wilayah Bekerja / Working Area                                          | 2024          | 2023          | 2022          |
|-------------------------------------------------------------------------|---------------|---------------|---------------|
| Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop           | 1.802         | 268           | 265           |
| Balai Yasa Lahat / Lahat Railway Workshop                               | 1.784         | 347           | 335           |
| Balai Yasa Pulubrayan / Pulubrayan Railway Workshop                     | 1.944         | 93            | 95            |
| Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta                     | 1.257         | 3.024         | 3.044         |
| Daerah Operasi 2 Bandung / Operation Area 2 Bandung                     | 2.402         | 1.899         | 1.887         |
| Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon                     | 965           | 1.329         | 1.334         |
| Daerah Operasi 4 Semarang / Operation Area 4 Semarang                   | 1.442         | 1.831         | 1.811         |
| Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto               | 18            | 1.797         | 1.788         |
| Daerah Operasi 6 Yogyakarta / Operation Area 6 Yogyakarta               | 562           | 1.976         | 1.939         |
| Daerah Operasi 7 Madiun / Operation Area 7 Madiun                       | 3.106         | 1.270         | 1.265         |
| Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya                   | 2.194         | 2.423         | 2.381         |
| Daerah Operasi 9 Jember / Operation Area 9 Jember                       | 323           | 970           | 984           |
| Sub Divisi Regional I.1 Aceh / Regional Sub-Division I.1 Aceh           | 254           | 19            | 17            |
| Divisi Regional I Sumatera Utara / Regional Division I North Sumatra    | 388           | 1.462         | 1.411         |
| Divisi Regional II Sumatera Barat / Regional Division II West Sumatra   | 275           | 560           | 541           |
| Divisi Regional III Palembang / Regional Division III Palembang         | 345           | 3.110         | 2.880         |
| Divisi Regional IV Tanjung Karang / Regional Division IV Tanjung Karang | 94            | 2.228         | 2.080         |
| Divisi LRT Jabodebek / LRT Jabodebek Division                           | 608           | 595           | 482           |
| PT RMU                                                                  | 45            | 40            | 43            |
| PT KCI                                                                  | 1.187         | 1.196         | 1.202         |
| PT KALOG                                                                | 33            | 32            | 33            |
| PT KAPM                                                                 | 67            | 62            | 72            |
| PT KA WISATA                                                            | 37            | 34            | 31            |
| PT RAILINK                                                              | 30            | 24            | 16            |
| Instansi Lain / Other Institutions                                      | 251           | 251           | 85            |
| <b>Jumlah / Total</b>                                                   | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**  
Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

#### KOMPOSISI PEKERJA BERDASARKAN DIREKTORAT

(Dalam satuan orang)

#### EMPLOYEE COMPOSITION BASED ON DIRECTORATE

(In person)

| Direktorat / Directorate                                                                                             | 2024  | 2023  | 2022  |
|----------------------------------------------------------------------------------------------------------------------|-------|-------|-------|
| Direktorat Utama / Main Directorate                                                                                  | 655   | 665   | 676   |
| Direktorat Niaga / Directorate of Commerce                                                                           | 1.512 | 1.541 | 1.485 |
| Direktorat Operasi / Directorate of Operation                                                                        | 9.811 | 9.848 | 9.429 |
| Direktorat Pengelolaan Prasarana / Directorate of Infrastructure                                                     | 5.938 | 6.062 | 5.932 |
| Direktorat Pengelolaan Sarana / Directorate of Rolling Stock                                                         | 5.964 | 6.027 | 5.817 |
| Direktorat Keselamatan dan Keamanan / Directorate of Safety and Security                                             | 1.548 | 1.528 | 1.616 |
| Direktorat SDM dan Umum / Directorate of HC and General Affairs                                                      | 1.440 | 1.394 | 987   |
| Direktorat Perencanaan Strategis dan Pengembangan Usaha / Directorate of Strategic Planning and Business Development | 347   | 369   | 346   |
| Direktorat Keuangan dan Manajemen Risiko / Directorate of Finance and Risk Management                                | 806   | 817   | 1.077 |

| Direktorat / Directorate                                      | 2024          | 2023          | 2022          |
|---------------------------------------------------------------|---------------|---------------|---------------|
| Diperbantukan di Anak Perusahaan / Secondment to Subsidiaries | 1.399         | 1.388         | 1.397         |
| Instansi lain / Other Institutions                            | 251           | 251           | 85            |
| <b>Jumlah / Total</b>                                         | <b>29.707</b> | <b>29.890</b> | <b>28.847</b> |

**Keterangan: / Information:**

Data gabungan pekerja perbantuan di Anak Perusahaan dan pekerja PKWT Perseroan. / Combined data on secondment employees in the Company's Subsidiaries and PKWT employees.

#### DATA PEKERJA BERDASARKAN KELOMPOK JABATAN DAN AGAMA EMPLOYEE DATA BY JOB GROUP AND RELIGION

| Employee Sub Group                        | Agama / Religion  |                  |               |                    |                        | Grand Total   |
|-------------------------------------------|-------------------|------------------|---------------|--------------------|------------------------|---------------|
|                                           | Buddha / Buddhism | Hindu / Hinduism | Islam         | Katolik / Catholic | Protestan / Protestant |               |
| 1. EVP / Executive Vice President         | 0                 | 0                | 30            | 3                  | 2                      | 35            |
| 2. VP/GM / Vice President/General Manager | 0                 | 1                | 120           | 1                  | 13                     | 135           |
| 3. SM/M / Senior Manager/Manager          | 0                 | 0                | 701           | 12                 | 22                     | 735           |
| 4. AM / Assistant Manager                 | 0                 | 3                | 1.884         | 33                 | 60                     | 1.980         |
| 5. Supervisor                             | 1                 | 7                | 9.979         | 76                 | 166                    | 10.229        |
| 6. Pelaksana / Officer                    | 1                 | 13               | 13.823        | 113                | 288                    | 14.238        |
| 7. CAPEK                                  | 0                 | 0                | 590           | 3                  | 23                     | 616           |
| 8. CDT                                    | 0                 | 0                | 2             | 0                  | 1                      | 3             |
| <b>Grand Total</b>                        | <b>2</b>          | <b>24</b>        | <b>27.129</b> | <b>241</b>         | <b>575</b>             | <b>27.971</b> |

**Keterangan: / Information:**

Data Pekerja tidak termasuk BOD, BOC, PKWT, dan External Employee. / Employee Data excludes Board of Directors, Board of Commissioners, Fixed Time Employment Agreement, and External Employees.

#### DATA PEKERJA BERDASARKAN KELOMPOK JABATAN DAN JENIS KELAMIN EMPLOYEE DATA BY POSITION GROUP AND GENDER

| Employee Sub Group                        | Jenis Kelamin / Gender |                    | Grand Total   |
|-------------------------------------------|------------------------|--------------------|---------------|
|                                           | Laki-laki / Male       | Perempuan / Female |               |
| 1. EVP / Executive Vice President         | 33                     | 2                  | 35            |
| 2. VP/GM / Vice President/General Manager | 116                    | 19                 | 135           |
| 3. SM/M / Senior Manager/Manager          | 629                    | 106                | 735           |
| 4. AM / Assistant Manager                 | 1.735                  | 245                | 1.980         |
| 5. Supervisor                             | 9.997                  | 232                | 10.229        |
| 6. Pelaksana / Officer                    | 13.332                 | 906                | 14.238        |
| 7. CAPEK                                  | 551                    | 65                 | 616           |
| 8. CDT                                    | 2                      | 1                  | 3             |
| <b>Grand Total</b>                        | <b>26.395</b>          | <b>1.576</b>       | <b>27.971</b> |

**Keterangan: / Information:**

Data Pekerja tidak termasuk BOD, BOC, PKWT, dan External Employee. / Employee Data excludes Board of Directors, Board of Commissioners, Fixed Time Employment Agreement, and External Employees.

#### PEKERJA YANG BUKAN PEKERJA LANGSUNG [GRI 2-8]

Selain tenaga kerja/pekerja dengan kategori di atas, Perseroan tidak memiliki pekerja yang bukan pekerja langsung, yaitu mereka yang melakukan pekerjaan untuk KAI namun tidak memiliki hubungan kerja langsung dengan KAI. Pekerja yang termasuk dalam kategori ini antara lain tenaga kerja alih daya dan perbantuan.

#### WORKERS WHO ARE NON-DIRECT EMPLOYEES [GRI 2-8]

In addition to employees in the above categories, the Company does not have any workers who are not directly employed by KAI, meaning those who perform work for KAI but do not have a direct employment relationship with KAI. Workers in this category include outsourced and supplemented labors.



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

## Association Membership List [OJK C.5] [GRI 2-28]

KAI bergabung dan berperan aktif melalui keanggotaan asosiasi atau lembaga yang relevan dengan bisnis utama yang dijalankan. Hal tersebut dilakukan agar KAI dapat terus mengikuti dan terlibat dalam perkembangan, isu, atau topik terbaru, di samping saling memberi saran/masukan hingga bertukar informasi dengan perusahaan lain demi kemajuan bersama.

Informasi keanggotaan asosiasi yang diikuti oleh KAI adalah sebagai berikut:

| Asosiasi /<br>Association                                                                              | Tahun Bergabung /<br>Year Joined | Status Keanggotaan /<br>Membership Status |
|--------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------|
| Kamar Dagang Indonesia (Kadin) Kota Bandung /<br>Bandung City Chamber of Commerce and Industry (KADIN) | 2022                             | Anggota / Member                          |

KAI joined and actively participated in relevant associations and institutions related to its core business. This allows KAI to stay informed about the latest developments, issues, and topics in the industry. Additionally, it provides opportunities to offer advice, share input, and exchange information with other companies for mutual progress.

Information on the association memberships joined by KAI is as follows:





## Perubahan Perusahaan Yang Bersifat Signifikan Pada Organisasi [OJK C.6] [GRI 2-6]

*Significant Corporate Changes in Organization [OJK C.6] [GRI 2-6]*

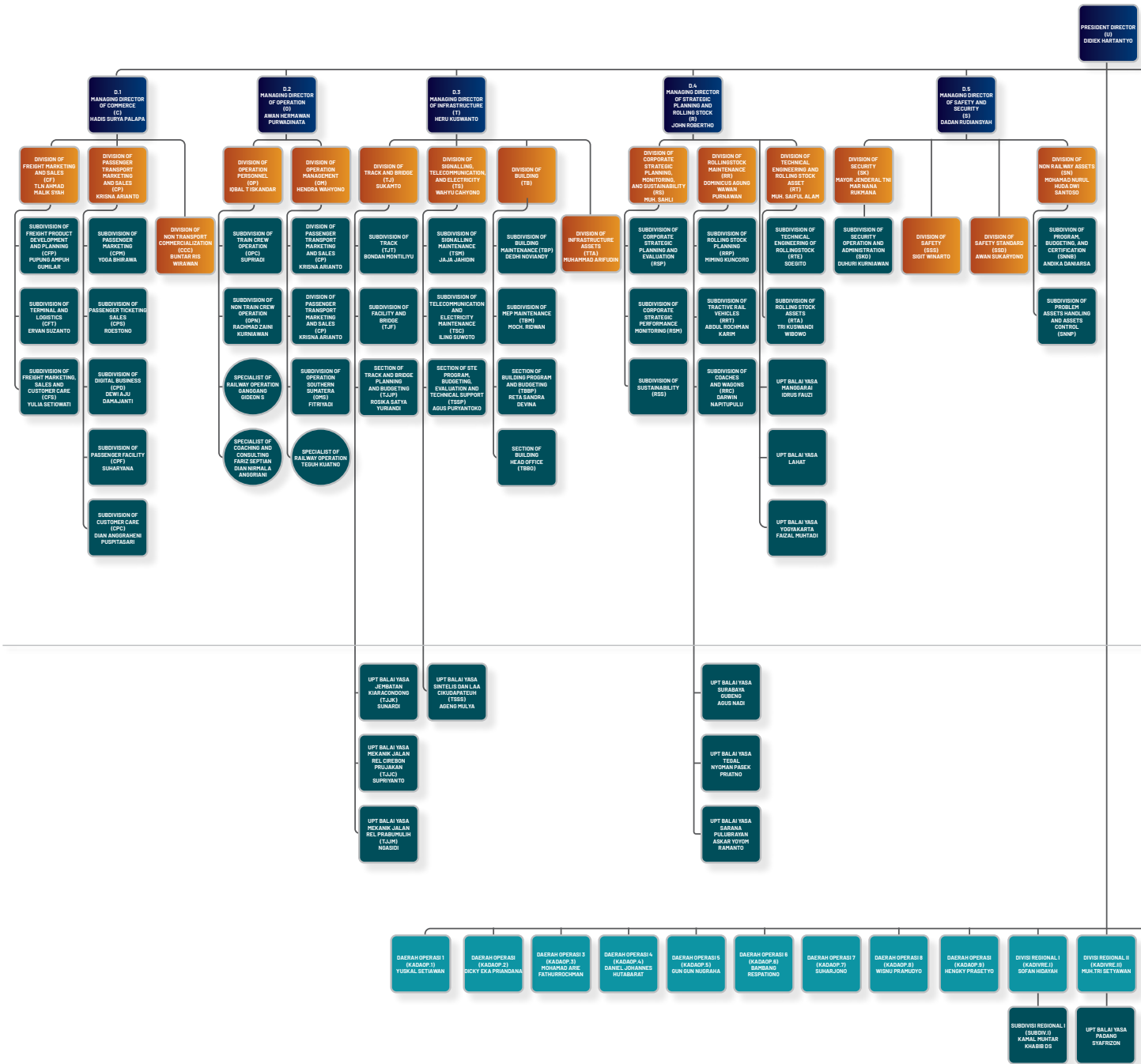
Selama periode pelaporan, tidak terdapat perubahan seperti merger maupun perubahan Perseroan lainnya yang bersifat signifikan.

During the reporting period, there were no significant corporate changes such as merger or other substantial alterations.

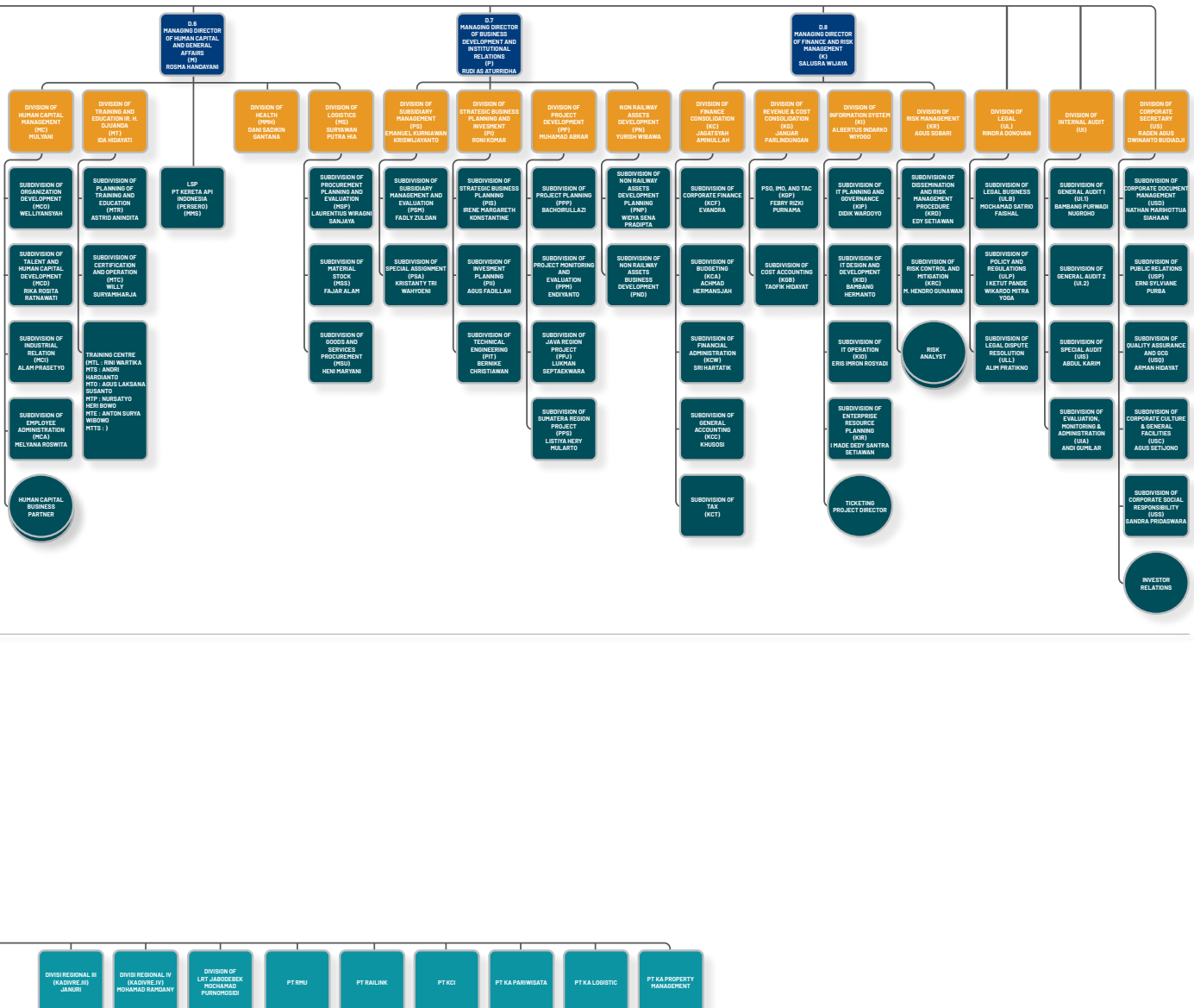


# Struktur Organisasi

## Organization Structure



## Struktur Organisasi Organization Structure





## Profil Direksi

### Board of Directors Profile



#### Didiek Hartantyo

Direktur Utama  
President Director



#### Periode Menjabat / Period of Service

2021-2026 (periode kedua) /  
2021-2026 (second period)



#### Dasar Pengangkatan / Basis of Appointment

- Diangkat untuk pertama kalinya sebagai Direktur Utama PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-142/MBU/05/2020 tanggal 8 Mei 2020 / Appointed for the first time as the President Director of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-142/MBU/05/2020 dated May 8, 2020
- Diangkat kembali sebagai Direktur Utama PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Reappointed as the President Director of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Surakarta, 6 September 1961 / Surakarta, September 6, 1961



#### Usia / Age

63 tahun / 63 years old



#### Rangkap Jabatan / Concurrent Position

Tidak ada / None



#### Riwayat Pendidikan / Educational History

- Master degree dari Daniel School of Business, University of Denver, Amerika Serikat (1995) / Master's degree from the Daniel School of Business, University of Denver, United States of America (1995)
- Sarjana bidang Ekonomi Manajemen dari Universitas Sebelas Maret (1985) / Bachelor of Economics in Management from Sebelas Maret University (1985)



#### Riwayat Pekerjaan / Career History

- Direktur Utama PT Kereta Api Indonesia (Persero) (2020-sekarang) / President Director of PT Kereta Api Indonesia (Persero) (2020- present)
- Direktur Keuangan PT Kereta Api Indonesia (Persero) (2016-2020) / Finance Director of PT Kereta Api Indonesia (Persero) (2016-2020)
- Group Head Corporate Banking II, Bank Mandiri (2011-2016) / Group Head Corporate Banking II, Bank Mandiri (2011-2016)
- Group Head Financial Institutions, Bank Mandiri (2010-2011) / Group Head Financial Institutions, Bank Mandiri (2010-2011)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Belum memiliki sertifikasi / None

## Profil Direksi

### Board of Directors Profile



### Hadis Surya Palapa

Direktur Niaga  
Managing Director of Commerce



#### Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /  
2022-2027 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Direktur Niaga PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Appointed for the first time as the Managing Director of Commerce of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Tangerang



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Yogyakarta, 12 Januari 1965 / Yogyakarta, January 12, 1965



#### Usia / Age

59 tahun / 59 years old



#### Rangkap Jabatan / Concurrent Position

Tidak ada / None



#### Riwayat Pendidikan / Educational History

Magister Administrasi Bisnis dari Brunel University di London (2007) / Master of Business Administration from Brunel University in London (2007)



#### Riwayat Pekerjaan / Career History

- Direktur Niaga PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Commerce of PT Kereta Api Indonesia (Persero) (2022-present)
- Direktur Operasi PT Bukit Asam Tbk (2020-2021) / Managing Director of Operation of PT Bukit Asam Tbk (2020-2021)
- Sekretaris Perusahaan PT Bukit Asam Tbk (2018-2020) / Secretary of PT Bukit Asam Tbk (2018-2020)
- General Manager Pelabuhan Tarahan (2018-2020) / General Manager of Tarahan Port (2018-2020)
- Direktur Utama PT Satria Bahana Sarana (2016-2017) / President Director of PT Satria Bahana Sarana (2016-2017)
- Project Manager Pembangunan Infrastruktur Penanganan Batu Bara (2015-2016) / Project Manager Development of Coal Mining Infrastructure (2015-2016)
- Site Manager Pembangunan Dermaga, Coal Handling Facilities dan Kantor Terpadu (2010-2015) / Site Manager Port Construction, Coal Handling Facilities and Integrated Office (2010-2015)
- Project Manager Pembangunan Barge Loading Conveyor (2009-2010) / Barge Loading Conveyor Construction Project Manager (2009-2010)
- Analisis Bisnis (2005-2009) / Business Analyst (2005-2009)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Belum memiliki sertifikasi / None

## Profil Direksi

Board of Directors Profile



### Awan Hermawan Purwadinata

Direktur Operasi  
Managing Director of Operation

**Periode Menjabat / Period of Service**  
2024-2027(Periode Kedua) /  
2024-2027(Second Period)

**Dasar Pengangkatan / Basis of Appointment**  
Diangkat menjadi Direktur Operasi PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Appointed as the Managing Director of Operations of PT Kereta Api Indonesia (Persero) based on Decree of the Minister of SOE No. SK-191/MBU/08/2024 dated August 2 2024

**Kewarganegaraan / Citizenship**  
Indonesia

**Domisili / Domicile**  
Bandung

**Tempat dan Tanggal Lahir / Place and Date of Birth**  
Bandung, 30 April 1966 / Bandung, April 30, 1966

**Usia / Age**  
58 tahun / 58 years old

**Rangkap Jabatan / Concurrent Position**  
Tidak ada / None

**Riwayat Pendidikan / Educational History**

- Master bidang Teknik Perkeretaapian Institut Teknologi Bandung (2000) / Master of Science in Railway Engineering Bandung Institute of Technology (2000)
- Sarjana bidang Teknik Sipil dari Institut Teknologi Nasional Bandung (1995) / Bachelor of Civil Engineering from the National Institute of Technology Bandung (1995)

**Riwayat Pekerjaan / Career History**

- Direktur Operasi PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2022-present)
- Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2020-2022) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2020-2022)
- Direktur Operasi PT Kereta Api Indonesia (Persero) (2019) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2019)
- Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Kantor Pusat PT Kereta Api Indonesia (Persero) (2016-2019) / Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Central Office of PT Kereta Api Indonesia (Persero) (2016-2019)
- Executive Vice President Freight Marketing & Sales PT Kereta Api Indonesia (Persero) (2015-2016) / Executive Vice President Freight Marketing & Sales of PT Kereta Api Indonesia (Persero) (2015-2016)

**Kepemilikan Saham KAI / KAI Stock Ownership**  
Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**  
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**  
Belum memiliki sertifikasi / None

## Profil Direksi Board of Directors Profile



### Heru Kuswanto

Direktur Pengelolaan Prasarana  
Managing Director of Infrastructure



#### Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /  
2022-2027 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat menjadi Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed as the Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) based on Ministerial Decree No. SK-89/MBU/03/2022 dated March 31, 2022



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Yogyakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Grobogan, 18 Agustus 1971 / Grobogan, August 18, 1971



#### Usia / Age

53 tahun / 53 years old



#### Rangkap Jabatan / Concurrent Position

Tidak ada / None



#### Riwayat Pendidikan / Educational History

Sarjana bidang Manajemen dari Universitas Gadjah Mada (1999) / Bachelor of Management from Gadjah Mada University (1999)



#### Riwayat Pekerjaan / Career History

- Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2022-present)
- Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021) / Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021)
- Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020) / Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020)
- Plt. Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019) / Acting Technical Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019)
- Direktur Utama PT Railink (2015-2019) / President Director of PT Railink (2015-2019)
- Vice President Sub Divre III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (kini Divre IV Tanjungkarang) (2013-2015) / Vice President Sub Division III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (now Division IV Tanjungkarang) (2013-2015)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Belum memiliki sertifikasi / None



## Profil Direksi

Board of Directors Profile



### John Robertho

Direktur Perencanaan Strategis dan  
Pengelolaan Sarana  
Managing Director of Strategic Planning and  
Rolling Stock Management

**Periode Menjabat / Period of Service**  
2024 – Sekarang (Periode Kedua) /  
2024 – Present (Second Period)

**Dasar Pengangkatan /  
Basis of Appointment**

Diangkat sebagai Direktur Perencanaan Strategis dan Pengelolaan Sarana PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Appointed as the Managing Director of Strategic Planning and Rolling Stock Management of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/11/2024 dated August 2, 2024

**Kewarganegaraan / Citizenship**  
Indonesia

**Domisili / Domicile**  
Yogyakarta

**Tempat dan Tanggal Lahir / Place and Date of Birth**  
Martebing, 23 April 1963 / Martebing, April 23, 1963

**Usia / Age**  
61 tahun / 61 years old

**Rangkap Jabatan / Concurrent Position**  
Tidak ada / None

**Riwayat Pendidikan / Educational History**  
Sarjana bidang Teknik Mesin dari Universitas HKBP Nommensen (1989) / Bachelor of Science in Mechanical Engineering from HKBP Nommensen University (1989)

**Riwayat Pekerjaan / Career History**

- Direktur Perencanaan Strategis dan Pengelolaan Sarana PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Strategic Planning and Rolling Stock Management (2023 – present)
- Direktur Pelaksana Perencanaan Strategis dan Pengembangan Bisnis PT Kereta Api Indonesia (Persero) (2022-2024) / Managing Director of Strategic Planning and Business Development of PT Kereta Api Indonesia (Persero) (2022-2024)
- Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2019-2022) / Managing Director of Safety and Security of PT Kereta Api Indonesia (Persero) (2019-2022)
- Pelaksana Tugas Direktur Teknik PT Kereta Commuter Indonesia (2019) / Acting Director of Engineering of PT Kereta Commuter Indonesia (2019)
- Executive Vice President Divisi Light Rail Transit Jabodebek (2017-2019) / Executive Vice President of Light Rail Transit Division of Jabodebek (2017-2019)
- Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero) (2017) / Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero) (2017)
- Executive Vice President Daerah Operasi I Jakarta PT Kereta Api Indonesia (Persero) (2016-2017) / Executive Vice President of Operational Area I Jakarta of PT Kereta Api Indonesia (Persero) (2016-2017)
- Direktur Teknik KAI Commuter Jabotabek (2014-2016) / Director of Engineering of KAI Commuter Jabotabek (2014-2016)

**Kepemilikan Saham KAI / KAI Stock Ownership**  
Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**  
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**  
Belum memiliki sertifikasi / None

Profil Direksi  
Board of Directors Profile

## Dadan Rudiansyah

Direktur Keselamatan dan Keamanan  
Managing Director of Safety and Security



## Periode Menjabat / Period of Service

2024 - Sekarang (Periode Pertama) /  
2024 - Present (First Period)

Dasar Pengangkatan /  
Basis of Appointment

Diangkat menjadi Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Appointed as the Managing Director of Safety and Security of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024



## Kewarganegaraan / Citizenship

Indonesia



## Domisili / Domicile

Bandung

Tempat dan Tanggal Lahir /  
Place and Date of Birth

Tasikmalaya, 03 Desember 1972 /  
Tasikmalaya, December 3, 1972



## Usia / Age

52 tahun / 52 years old



## Rangkap Jabatan / Concurrent Position

Tidak ada / None



## Riwayat Pendidikan / Educational History

Sarjana Hukum di Sekolah Tinggi Hukum Bandung (1996) / Bachelor of Laws from Bandung Law College (1996)



## Riwayat Pekerjaan / Career History

- Direktur Keselamatan dan Keamanan, PT Kereta Api Indonesia (Persero) (2024-Sekarang) / Managing Director of Security and Safety, PT Kereta Api Indonesia (Persero) (2024 - present)
- Direktur Komersial dan Pengembangan Usaha Damri (2022-2024) / Managing Director of Commercial and Business Development of Damri (2022-2024)
- Direktur Niaga PT Kereta Api Indonesia (Persero) (2021-2022) / Managing Director of Commerce of PT Kereta Api Indonesia (Persero) (2021-2022)
- Executive Vice President Corporate Secretary PT Kereta Api Indonesia (Persero) (2020-2021)
- Komisaris Utama PT KAI Commuter / Kereta Commuter Indonesia (2021-2022) / President Commissioner of PT KAI Commuter / Kereta Commuter Indonesia
- Komisaris PT Jaklingko (2020-2021) / Commissioner of PT Jaklingko
- Executive Vice President Daerah Operasi 1 Jakarta, PT Kereta Api Indonesia (Persero) (2017-2020) / Executive Vice President of Operational Area 1 Jakarta, PT Kereta Api Indonesia (Persero) (2017-2020)
- Corporate Deputy Director of Non Railway Assets PT Kereta Api Indonesia (Persero) (2017)
- Executive Vice President Daerah Operasi 8 Surabaya, PT Kereta Api Indonesia (Persero) (2017) / Executive Vice President of Operational Area 8 Surabaya, PT Kereta Api Indonesia (Persero) (2017)
- Executive Vice President Legal, PT Kereta Api Indonesia (Persero) (2013-2017)



## Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



## Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



## Sertifikasi / Certification

- Sertifikasi Safety Leadership Level III (2024) / Safety Leadership Level III Certification (2024)
- Sertifikasi Training Program For Safety Management (2024) / Training Program Certification For Safety Management (2024)
- Corporate Growth Hacks : Strategy For Scaling Up Your Business (2024) / Corporate Growth Hacks: Strategy For Scaling Up Your Business (2024)
- Sertifikasi Pengawasan Tata Kelola Risiko / Qualified Risk Governance Professional (2024) / Risk Governance Supervision Certification / Qualified Risk Governance Professional (2024)
- Sertifikasi Diklat Manajerial tingkat 2-3 (2017) / Managerial Training Certification Level 2-3 (2017)
- Sertifikasi Diklatpim Departemen Dalam Negeri (2017) / Ministry of Home Affairs Training Certification (2017)
- Business Leadership Development / Business Leadership Development

## Profil Direksi

Board of Directors Profile



### Rosma Handayani

Direktur SDM dan Umum  
Managing Director of Human Capital &  
General Affairs

**Periode Menjabat / Period of Service**  
2024 - Sekarang (Periode Pertama) /  
2024 - Present (First Period)

**Dasar Pengangkatan /  
Basis of Appointment**

Diangkat sebagai Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Appointed as the Managing Director of HC and General Affairs of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

**Kewarganegaraan / Citizenship**  
Indonesia

**Domisili / Domicile**  
Jakarta

**Tempat dan Tanggal Lahir / Place and Date of Birth**  
Jakarta, 21 Maret 1969 / Jakarta, March 21, 1969

**Usia / Age**  
55 tahun / 55 years old

**Rangkap Jabatan / Concurrent Position**  
Tidak ada / None

**Riwayat Pendidikan / Educational History**

- Magister Manajemen Universitas Gadjah Mada tahun 2004 / Master of Management from Gadjah Mada University in 2004
- Sarjana Hukum di Universitas Indonesia tahun 1993 / Bachelor of Laws from University of Indonesia in 1993

**Riwayat Pekerjaan / Career History**

- Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) (2024-Sekarang) / Managing Director of HC and General Affairs of PT Kereta Api Indonesia (Persero)
- SEVP Human Capital Bank Syariah Indonesia (2021-2024) / Senior Executive Vice President of Human Capital of Bank Syariah Indonesia (2021-2024)
- SEVP Human Capital Bank Syariah Mandiri (2020-2021) / Senior Executive Vice President of Human Capital of Bank Syariah Mandiri (2020-2021)
- Direktur Compliance & Human Capital PT Bank Syariah Mandiri (2020) / Director of Compliance & Human Capital of PT Bank Syariah Mandiri (2020)

**Kepemilikan Saham KAI / KAI Stock Ownership**  
Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**  
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**  
Belum memiliki sertifikasi / None

## Profil Direksi Board of Directors Profile



### Rudi As Aturridha

Direktur Pengembangan Usaha dan Kelembagaan  
Managing Director of Business Development and Institutional Relations



#### Periode Menjabat / Period of Service

2023 - sekarang (periode pertama) /  
2023 - Present (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Direktur Pengembangan Usaha & Kelembagaan PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-322/MBU/11/2023 tanggal 28 November 2023 / Appointed for the first time as the Director of Business Development & Institutional Relations of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-322/MBU/ 11/2023 dated November 28, 2023



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Tangerang Selatan / South Tangerang



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Lombok Timur, 2 Juni 1972 / East Lombok, June 2, 1972



#### Usia / Age

52 tahun / 52 years old



#### Rangkap Jabatan / Concurrent Position

Tidak ada / None



#### Riwayat Pendidikan / Educational History

- Calon Magister Ekonomi Universitas Trisakti (2022 - Sekarang) / Master Degree Candidate Trisakti University (2022 - Present)
- Sarjana Ekonomi Universitas Trisakti (1991 - 1996) / Bachelor of Economic Trisakti University (1991 - 1996)



#### Riwayat Pekerjaan / Career History

- Direktur Pengembangan Usaha dan Kelembagaan PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Business Development and Institutional Relations (November 2023 - present)
- Group Head Corporate Secretary Bank Mandiri (2020-2023) / Group Head Corporate Secretary Bank Mandiri (2020 - November 2023)
- Department Head Corporate Communication Bank Mandiri (2019-2020)
- Area Head Yogyakarta Bank Mandiri (2017-2019) / Area Head Bank Mandiri Yogyakarta (2017-2019)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

- Competency Based Interview, Mandiri University, Jakarta (2017)
- Sertifikasi Manajemen Risiko Level 3, LSPP, Jakarta (2012)



## Profil Direksi Board of Directors Profile



### Salusra Wijaya

Direktur Keuangan dan Manajemen Risiko  
Managing Director of Finance and  
Risk Management



#### Periode Menjabat / Period of Service

2020-2025 (Periode Pertama) /  
2020-2025 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai  
Direktur Keuangan dan Manajemen  
Risiko PT Kereta Api Indonesia (Persero)  
berdasarkan Keputusan Menteri BUMN SK-  
236/MBU/07/2020 tanggal 14 Juli 2020 /  
Appointed for the first time as the Managing  
Director of Finance and Risk Management of  
PT Kereta Api Indonesia (Persero) based on  
Minister of State-Owned Enterprises Decree  
No. SK-236/MBU/07/2020 dated July 14,  
2020



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Padang, 19 April 1963 / Padang, April 19, 1963



#### Usia / Age

61 tahun / 61 years old



#### Rangkap Jabatan / Concurrent Position

Tidak ada / None



#### Riwayat Pendidikan / Educational History

- MBA in International Banking & Finance di Birmingham Business School, University of Birmingham, Inggris (1997) / MBA in International Banking & Finance from Birmingham Business School, University of Birmingham, Inggris (1997)
- Sarjana bidang Akuntansi dari Universitas Indonesia (1988) / Bachelor of Accounting from Universitas Indonesia (1988)



#### Riwayat Pekerjaan / Career History

- Direktur Keuangan dan Manajemen Risiko PT Kereta Api Indonesia (Persero) (2020-Sekarang) / Managing Director of Finance and Risk Management of PT Kereta Api Indonesia (Persero) (2020-present)
- Finance & Human Resources Director di PT Pelabuhan Tanjung Priok (PT Pelindo II Group) (2019-2020) / Finance & Human Resources Director of PT Pelabuhan Tanjung Priok (PT Pelindo II Group) (2019-2020)
- President Director PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019) / President Director of PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Belum memiliki sertifikasi / None

## Hubungan Afiliasi Anggota Direksi

### Affiliation of the Board of Directors

KAI memastikan bahwa masing-masing anggota Direksi tidak memiliki hubungan afiliasi, baik berupa hubungan keuangan maupun keluarga, dengan anggota Dewan Komisaris, sesama anggota Direksi, ataupun pemegang saham dan pengendali Perseroan. Selain itu, anggota Direksi juga dipastikan tidak memiliki hubungan kepengurusan dalam bentuk apa pun yang dapat mengganggu independensi dan/atau berpotensi menghadirkan benturan kepentingan dalam pelaksanaan tugas dan tanggung jawab masing-masing.

KAI menjamin bahwa seluruh anggota Direksi dapat senantiasa bertindak independen dan terbebas dari intervensi. Hal tersebut dilaksanakan dalam rangka menjamin terjaganya objektivitas Direksi dalam menjalankan tugas dan tanggung jawabnya dalam mengelola Perseroan.

Informasi hubungan afiliasi masing-masing anggota Direksi di tahun 2024 adalah sebagai berikut:

KAI ensures that each member of the Board of Directors does not have any affiliation, whether in the form of financial or familial relationships, with members of the Board of Commissioners, fellow members of the Board of Directors, or shareholders and controllers of the Company. Additionally, members of the Board of Directors are also ensured not to have any management relationships in any form that could compromise independence and/or potentially create conflicts of interest in the execution of their respective duties and responsibilities.

KAI ensures that all members of the Board of Directors can always act independently and free from intervention. This is done to ensure the objectivity of the Board of Directors in carrying out their duties and responsibilities in managing the Company.

Information on the affiliate relationships of each member of the Board of Directors in 2024 is as follows:

**Tabel Hubungan Afiliasi Direksi Tahun 2024**

**Table of the Board of Directors' Affiliate Relationship in 2024**

| Nama / Name               | Jabatan / Position                                                           | Hubungan Keluarga Dengan / Familial Relationship With |            |                              |            |                                                      |            | Hubungan Keuangan Dengan / Financial Relationship With |            |                              |            |                                                      |            | Hubungan Kepengurusan / Managerial Relation |            |
|---------------------------|------------------------------------------------------------------------------|-------------------------------------------------------|------------|------------------------------|------------|------------------------------------------------------|------------|--------------------------------------------------------|------------|------------------------------|------------|------------------------------------------------------|------------|---------------------------------------------|------------|
|                           |                                                                              | Dewan Komisaris / Board of Commissioners              |            | Direksi / Board of Directors |            | Pemegang Saham Pengendali / Controlling Shareholders |            | Dewan Komisaris / Board of Commissioners               |            | Direksi / Board of Directors |            | Pemegang Saham Pengendali / Controlling Shareholders |            |                                             |            |
|                           |                                                                              | Ya / Yes                                              | Tidak / No | Ya / Yes                     | Tidak / No | Ya / Yes                                             | Tidak / No | Ya / Yes                                               | Tidak / No | Ya / Yes                     | Tidak / No | Ya / Yes                                             | Tidak / No | Ya / Yes                                    | Tidak / No |
| Didiek Hartantyo          | Direktur Utama / President Director                                          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                               | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operations                           | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure         | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Dadan Rudiansyah          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Sandry Pasambuna*         | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Rosma Handayani           | Direktur SDM dan Umum / Managing Director of HC and General Affairs          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Suparno*                  | Direktur SDM dan Umum / Managing Director of HC and General Affairs          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |

## Hubungan Afiliasi Anggota Direksi

*Affiliation of the Board of Directors*

| Nama / Name       | Jabatan / Position                                                                                                           | Hubungan Keluarga Dengan / Familial Relationship With |            |                              |            |                                                      |            | Hubungan Keuangan Dengan / Financial Relationship With |            |                              |            |                                                      |            | Hubungan Kepengurusan / Managerial Relation |            |
|-------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------|------------------------------|------------|------------------------------------------------------|------------|--------------------------------------------------------|------------|------------------------------|------------|------------------------------------------------------|------------|---------------------------------------------|------------|
|                   |                                                                                                                              | Dewan Komisaris / Board of Commissioners              |            | Direksi / Board of Directors |            | Pemegang Saham Pengendali / Controlling Shareholders |            | Dewan Komisaris / Board of Commissioners               |            | Direksi / Board of Directors |            | Pemegang Saham Pengendali / Controlling Shareholders |            |                                             |            |
|                   |                                                                                                                              | Ya / Yes                                              | Tidak / No | Ya / Yes                     | Tidak / No | Ya / Yes                                             | Tidak / No | Ya / Yes                                               | Tidak / No | Ya / Yes                     | Tidak / No | Ya / Yes                                             | Tidak / No | Ya / Yes                                    | Tidak / No |
| John Robertho     | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Salusra Wijaya    | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                    | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Rudi As Aturridha | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |

## Perubahan Komposisi Anggota Direksi dan Alasan Perubahannya

*Changes in the Composition of The Board of Directors and the Reason*

Di sepanjang tahun 2024, terdapat perubahan komposisi Direksi KAI.

Throughout 2024, there were changes in the composition of the Board of Directors of KAI.

### Perubahan Komposisi Direksi Tahun 2024

### Changes in the Composition of the Board of Directors in 2024

| Perubahan / Change                                                                                                       | 5 Maret 2024 / March 5, 2024                                                                                                                                    | 2 Agustus 2024 / August 2, 2024                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SK / Decree                                                                                                              | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024 | Diangkat berdasarkan Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Appointed based on the Decree of the Minister of SOEs No. SK-191/MBU/08/2024 dated August 2, 2024 |
| Direktur Utama / President Director                                                                                      | -                                                                                                                                                               | -                                                                                                                                                                                             |
| Direktur Niaga / Managing Director of Commerce                                                                           | -                                                                                                                                                               | -                                                                                                                                                                                             |
| Direktur Operasi / Managing Director of Operation                                                                        | -                                                                                                                                                               | Awan Hermawan Purwadinata                                                                                                                                                                     |
| Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                     | -                                                                                                                                                               | -                                                                                                                                                                                             |
| Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development | -                                                                                                                                                               | John Robertho                                                                                                                                                                                 |
| Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                             | Dadan Rudiansyah                                                                                                                                                | -                                                                                                                                                                                             |
| Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                             | Rosma Handayani                                                                                                                                                 | -                                                                                                                                                                                             |
| Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations      | -                                                                                                                                                               | -                                                                                                                                                                                             |
| Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                | -                                                                                                                                                               | -                                                                                                                                                                                             |

## Perubahan Komposisi Anggota Direksi dan Alasan Perubahannya

*Changes in the Composition of The Board of Directors and the Reason*

**Komposisi Direksi Tahun 2024**
**Composition of the Board of Directors in 2024**

| No | Nama / Name               | Jabatan / Position                                                                                                           | Dasar Pengangkatan / Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                    | Status                 |
|----|---------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1  | Didiek Hartantyo          | Direktur Utama / President Director                                                                                          | Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021                                                                                                                                                                                                                                        | Aktif / Active         |
| 2  | Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                                                                               | Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022                                                                                                                                                                                                                                           | Aktif / Active         |
| 3  | Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operation                                                                            | Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024                                                                                                                                                                                                                                         | Aktif / Active         |
| 4  | Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                         | Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022                                                                                                                                                                                                                                           | Aktif / Active         |
| 5  | John Robertho             | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024                                                                                                                                                                                                                                         | Aktif / Active         |
| 6  | Dadan Rudiansyah          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024                                                                                                                                                                                                                                              | Aktif / Active         |
| 7  | Sandry Pasambuna*         | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | <ul style="list-style-type: none"> <li>• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Ministry of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022</li> <li>• Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on the SK-62/MBU/04/2024 dated March 5, 2024</li> </ul> | Tidak Aktif / Inactive |
| 8  | Rosma Handayani           | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                 | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024                                                                                                                                                                                                                                              | Aktif / Active         |
| 9  | Suparno*                  | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                 | <ul style="list-style-type: none"> <li>• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Minister of State-Owned Enterprises No. SJ-89/MBU/03/2022 dated March 31, 2022</li> <li>• Diberhentikan berdasarkan SK-62/MBU/04/2024 tanggal 5 Maret 2024 / Dismissed based on the SK-62/MBU/04/2024 dated March 5, 2024</li> </ul>               | Tidak Aktif / Inactive |
| 10 | Rudi As Aturridha         | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations          | Keputusan Menteri BUMN No. SK-322/MBU/11/2023 tanggal 28 November 2023 / Decree of the Minister of State-Owned Enterprises No. SK-322/MBU/11/2023 dated November 28, 2023                                                                                                                                                                                                                                    | Aktif / Active         |
| 11 | Salusra Wijaya            | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                    | Keputusan Menteri BUMN SK-236/MBU/07/2020 tanggal 14 Juli 2020 / Decree of the Minister of State-Owned Enterprises SK-236/MBU/07/2020 dated July 14, 2020                                                                                                                                                                                                                                                    | Aktif / Active         |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024



## Profil Dewan Komisaris

### Board of Commissioners Profile



#### Said Aqil Siroj

Komisaris Utama/Komisaris Independen  
President Commissioner/Independent  
Commissioner



#### Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /  
2021-2026 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris Utama/ Komisaris Independen PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-64/ MBU/ 03/2021 tanggal 3 Maret 2021 / Appointed for the first time as President Commissioner/ Independent Commissioner of PT Kereta Api Indonesia (Persero) based on Decree of the Minister of State-Owned Enterprises No. SK-64/ MBU/03/2021 dated March 3, 2021



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Cirebon, 3 Juli 1953 / Cirebon, July 3, 1953



#### Usia / Age

71 tahun / 71 years old



#### Rangkap Jabatan / Concurrent Position

- Vice President Religions for Peace (2019-Sekarang) / Vice President of Religions for Peace (2019-present)
- Ketua Komite Nominasi dan Remunerasi KAI / Chairman of the KAI Nomination and Remuneration Committee
- Anggota BPIP (Badan Pengkajian Ideologi Pancasila) RI (2017- Sekarang) / Member of BPIP (Pancasila Ideology Study Agency) RI (2017- present)
- Pengasah Ponpes Luhur Al Tsaqafah, Ciganjur, Jagakarsa, Jakarta Selatan (2013-sekarang) / Caretaker of the Luhur Al Tsaqafah Islamic Boarding School, Ciganjur, Jagakarsa, South Jakarta (2013-present)
- Penasihat Dosen Mata Kuliah MKDU Ubaya Surabaya (1998-Sekarang) / Ubaya Surabaya MKDU Lecturer Advisor (1998-present)
- Dosen Pascasarjana UI, UIN Syarif Hidayatullah Jakarta & Universitas Islam Malang (1995-Sekarang) / UI Postgraduate Lecturer, UIN Syarif Hidayatullah Jakarta & Islamic University of Malang (1995-present)



#### Riwayat Pendidikan / Educational History

- Doktor bidang Aqidah/Filsafat Islam Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1994) / PhD in Aqidah/Islamic Philosophy Ushuluddin Faculty of Umm al-Qura University of Mecca (1994).
- Master bidang Perbandingan Agama Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1987) / Master of Comparative Religion of Ushuluddin Faculty of Umm al-Qura University of Mecca (1987)
- Sarjana bidang Ushuluddin dan Dakwah Fakultas Syari'ah dari Universitas King Abdul Aziz Mekkah (1982) / Bachelor of Arts in Ushuluddin and Dakwah of the Syrian Faculty of King Abdul Aziz University of Mecca (1982)



#### Riwayat Pekerjaan / Career History

- Komisaris Utama/Komisaris Independen PT Kereta Api Indonesia (Persero) (2021-Sekarang) / President Commissioner/Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Vice President Religions for Peace (2019-sekarang) / Vice President of Religions for Peace (2019-present)
- Anggota BPIP (Badan Pengkajian Ideologi Pancasila) RI (2017- sekarang) / Member of BPIP (Pancasila Ideological Review Board) RI (2017- present)
- Ketua Umum PBNU (2010 - 2021) / Chairman of PBNU (2010 - 2021)
- Komisaris Independen PT Rumah Sakit Pelabuhan (Pelindo II Group) (2019-2020) / Independent Commissioner of the Port Hospital (Pelindo II Group) (2019-2020)
- Komisaris Independen PT Pelabuhan Tanjung Priok (Pelindo II Group) (2012-2019) / Independent Commissioner PT Port of Tanjung Priok (Pelindo II Group) (2012-2019)
- Ketua Majelis Wali Amanat Universitas Indonesia (2012-2015) / Chairman of the General Assembly of Governors of the University of Indonesia (2012-2015)
- Guru Besar Bidang Tasawuf IAIN Sunan Ampel, Surabaya (2014) / Professor of Sufism IAIN Sunan Ampel - Surabaya (2014)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Onboarding Commissioner of State-Owned Enterprise Program (2022)

## Profil Dewan Komisaris Board of Commissioners Profile



### Rochadi

Komisaris Independen  
Independent Commissioner



#### Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /  
2021-2026 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris Independen PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-64/ MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as an Independent Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 1 Juni 1962 / Jakarta, June 1, 1962



#### Usia / Age

62 tahun / 62 years old



#### Rangkap Jabatan / Concurrent Position

Anggota Komite Audit PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Audit Committee member of PT Kereta Api Indonesia (Persero) (2021-Present)



#### Riwayat Pendidikan / Educational History

- Seskoad (2000) / Indonesian Army Command and General Staff College (2000)
- Suslapa II (1995) / Field Artillery Officers Advanced Course II (1995)
- Suslapa I (1991) / Field Artillery Officers Advanced Course I (1991)
- Sussarcab Infanteri (1986) / Infantry Basic Corps Course (1986)
- Akademi Militer (1986) / Military Academy (1986)



#### Riwayat Pekerjaan / Career History

- Komisaris Independen PT Kereta Api Indonesia (Persero) (2021- sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-present)
- Dankoopssus TNI (2019) / Commander of the Special Operations Command of TNI (2019)
- Direktur A Bais TNI (2018) / Director of Military Intelligence Agency of TNI (2019)
- Danpusdikter Pusterad (2016) / Commander of the Territorial Training Center of Indonesian Army Territorial center (2016)
- Paban Sahli Kasad Bidang Orkes Sahli Kasad (2015) / Staff Section of the Chief of Staff of the Indonesian Army of Orkes the Chief of Staff of the Indonesian Army
- Irdam III/SLW (2014) / Inspectorate of the Regional Military Command III/SLW (2014)
- Danrem 044/Gapo Dam II/SWJ (2013) / Commander of the Military District 044 Gapo Dam II/SWJ (2013)
- Danbrigif 19/KT Dam XII/TPR (2010) / Commander of Infantry Brigade 19/KT Dam XII/TPR (2010)
- Aster Kasdam III/SIW (2011) / Deputy Commander of the Military Regional Command III/ SIW (2011)
- Waasops Kasdam III/SLW (2007) / Deputy Operations Chief of Staff of the Regional Military Command III/SLW (2007)
- Dandim 0616/Indramayu (2003) / Military District Commander 0616/Indramayu (2003)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Onboarding Commissioner of State-Owned Enterprise Program (2021)

## Profil Dewan Komisaris Board of Commissioners Profile



### Mohamad Risal Wasal

Komisaris  
Commissioner



#### Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /  
2022-2027 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-207/MBU/09/2022 dated September 20, 2022



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 8 Juni 1967 / Jakarta, June 8, 1967



#### Usia / Age

57 tahun / 57 years old



#### Rangkap Jabatan / Concurrent Position

- Anggota Komite Pemantau Manajemen Risiko PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Member of the Risk Management Monitoring Committee of PT Kereta Api Indonesia (Persero) (2022-Present)
- Direktur Jenderal Perkeretaapian, Kementerian Perhubungan (2022-Sekarang) / Director General of Railways, Ministry of Transportation (2022- Present)



#### Riwayat Pendidikan / Educational History

- Pascasarjana (S2), Sekolah Tinggi Ilmu Manajemen, Jakarta (2000) / Postgraduate (S2), College of Management Sciences, Jakarta (2000)
- Diploma (D4), Sekolah Tinggi Transportasi Darat (1997) / Diploma (D4), Land Transportation College (1997)



#### Riwayat Pekerjaan / Career History

- Direktur Lalu Lintas dan Angkutan Kereta Api, Kementerian Perhubungan (2021- 2022) / Director of Railway Traffic and Transportation, Ministry of Transportation (2021-2022)
- Direktur Sarana Transportasi Jalan, Kementerian Perhubungan (2020-2021) / Director of Road Transportation Rolling Stock, Ministry of Transportation (2020-2021)
- Direktur Prasarana Transportasi Jalan, Kementerian Perhubungan (2019-2020) / Director of Road Transportation Infrastructure, Ministry of Transportation (2019-2020)
- Direktur Pembinaan Keselamatan Kementerian Perhubungan (2018-2019) / Director of Safety Development Ministry of Transportation (2018- 2019)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Onboarding Commissioner of State-Owned Enterprise Program (2022)

## Profil Dewan Komisaris Board of Commissioners Profile



### Sri Paduka Mangkoenagoro X

Komisaris  
Commissioner



#### Periode Menjabat / Period of Service

2022-2027 (Periode Pertama) /  
2022-2027 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-174/MBU/08/2022 tanggal 15 Agustus 2022 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-174/MBU/08/2022 dated August 15, 2022



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Surakarta, 29 Maret 1997 /  
Surakarta, March 29, 1997



#### Usia / Age

27 tahun / 27 years old



#### Rangkap Jabatan / Concurrent Position

- Dewan Penasihat KADIN Kota Surakarta (2023-Sekarang) / Surakarta City KADIN Advisory Board (January 2023 - Present)
- Pengageng Puro Mangkunegaran, Surakarta (2022-Sekarang) / Pengageng Puro Mangkunegaran, Surakarta (2022-Present)
- Dewan Pembina Indonesia Wellness Institute (2022-Sekarang) / Indonesian Wellness Institute Board of Trustees (October 2022 - Present)
- Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero) (2021-Present)



#### Riwayat Pendidikan / Educational History

Sarjana Hukum, Universitas Indonesia (2019) / Bachelor of Laws, University of Indonesia (2019)



#### Riwayat Pekerjaan / Career History

- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Associate, Hendra Soenardi Law Firm (2019- 2022) / Associate, Hendra Soenardi Law Firm (Oct 2019 - Jan 2022)
- Trainee Associate, Hendra Soenardi Law Firm (2019-2019) / Trainee Associate, Hendra Soenardi Law Firm (May 2019 - Oct 2019)
- Sekolah Cita Buana, Photography Teacher (2018 - 2019) / Cita Buana School, Photography Teacher (2018 - 2019)
- Harika Event, Vice-Head of Media and Publication (2017-2018) / Harika Event, Vice-Head of Media and Publication (2017-2018)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

- Onboarding Commissioner of State-Owned Enterprise Program (2022)
- Associate of the Chartered Institute of Arbitrators (2017)
- Pendidikan Khusus Profesi Advokat (2019) / Special Education for the Advocate Profession (2019)



## Profil Dewan Komisaris Board of Commissioners Profile



### Diah Natalisa

Komisaris  
Commissioner



#### Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /  
2021-2026 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises at the Company's GMS No. SK-64/MBU/03/2021 dated March 3, 2021



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Palembang, 15 November 1963 /  
Palembang, November 15, 1963



#### Usia / Age

61 tahun / 61 years old



#### Rangkap Jabatan / Concurrent Position

- Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) (2021-Sekarang). / Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero) (2021-Present)
- Deputy Bidang Pelayanan Publik, Kementerian PANRB (2016- Sekarang) / Deputy for Public Services, Ministry of PANRB (2016-Present)
- Guru Besar Bidang Ilmu Manajemen di Fakultas Ekonomi Universitas Sriwijaya (2008-Sekarang) / Professor of Management Sciences at the Faculty of Economics of the University of Sriwijaya (2008-Sekarang)



#### Riwayat Pendidikan / Educational History

- (Prof) Ilmu Manajemen dari Universitas Sriwijaya (2008) / (Professor) Management Sciences from the University of Sriwijaya (2008)
- Doktor Program Studi Ilmu Ekonomi dari Universitas Airlangga (1999) / Doctor of Economics Studies Program from Airlangga University (1999)
- Master bidang Manajemen dari University of Kentucky (1992) / Master of Management from the University of Kentucky (1992)
- Sarjana bidang Manajemen dari Universitas Sriwijaya (1987) / Bachelor of Management from the University of Sriwijaya (1987)



#### Riwayat Pekerjaan / Career History

- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Komisaris PT Jamkrindo (2017-2021) / Commissioner of PT Jamkrindo (2017-2021)
- Koordinator Kopertis Wilayah II Sumbagsel-Kemendikbud RI (2008-2016) / Coordinator of Kopertis Region II Sumbagsel-Kemendikbud RI (2008-2016)
- Ketua Program Studi Magister Manajemen Universitas Sriwijaya (2000-2008) / Head of Sriwijaya University Master of Management Study Program (2000-2008)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

- Public Administration Programme for Senior Government Officials from Indonesia-BAPPENAS and Nanyang Technological University Singapore, Singapura (2021)
- Asia Leader Connect 2016, Temasek Foundation-Singapore (2016)
- Lead Auditor Course/Environmental Management System, TQS International Selangor-Kuala Lumpur, Malaysia (2008)
- Good Corporate Governance Course, SIDA/Gothenburg-Swedra (2004)
- English as A Second Language, University of Kentucky-USA (1990)

## Profil Dewan Komisaris Board of Commissioners Profile



### Chairul Anwar

Komisaris  
Commissioner



#### Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /  
2021-2026 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-64/MBU/03/2021 dated March 3, 2021



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 5 Mei 1961 / Jakarta, May 5, 1961



#### Usia / Age

63 tahun / 63 years old



#### Rangkap Jabatan / Concurrent Position

Anggota Komite Pemantau Manajemen Risiko PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Member of the Risk Management Monitoring Committee of Indonesia Railways (Persero) (2022-Present)



#### Riwayat Pendidikan / Educational History

- Lemhannas RI (2013) / National Resilience Institute of the Republic of Indonesia (2013)
- Sespati Polri (2009) / Leadership Training for High-Ranking Police Officers of the Indonesian National Police (2009)
- Sespimpol (2001) / Police Staff and Leadership School (2001)
- PTIK (1995) / Police Science Universities (1995)
- Akpol (1986) / Indonesian Police Academy (1986)



#### Riwayat Pekerjaan / Career History

- Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Angkasa Pura Solusi (2020-2021) Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present).
- Komisaris PT Angkasa Pura Solusi (2020-2021) / Commissioner of PT Angkasa Pura Solusi (2020-2021)
- Ketua Pelaksana Harian Satgas Penanganan Pengungsi dari Luar Negeri (2019) / Chief Executive Officer of the Department of Foreign Refugees (2019)
- Asisten Deputi Koordinasi Penanganan Kejahatan Transnasional dan Kejahatan Luar Biasa (2013-2016) / Assistant Deputy Coordinator for Transnational Crime and Extreme Crime Management (2013-2016)
- Analis Kebijakan Dittipidum (2013) / Policy Analyst of the Directorate of General Crimes (2013)
- Penyidik Utama Tk. I Rowassidik (2011) / Principal Investigator Level I of the Investigation Supervision Bureau (2011)
- Penyidik Utama Tk. I DIT III (2010) / Principal Investigator Level I of the Directorate III (2010)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Belum memiliki sertifikasi / None

## Profil Dewan Komisaris Board of Commissioners Profile



### Johan Sirait

Komisaris Independen  
Independent Commissioner

**Periode Menjabat / Period of Service**  
2022 - Sekarang (Periode Pertama) /  
2022 - Present (First Period)

**Dasar Pengangkatan / Basis of Appointment**  
Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-173/MBU/08/2022 tanggal 15 Agustus 2022 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-173/MBU/08/2022 dated August 15, 2022

**Kewarganegaraan / Citizenship**  
Indonesia

**Domisili / Domicile**  
Jakarta

**Tempat dan Tanggal Lahir / Place and Date of Birth**  
Jakarta, 14 April 1976 / Jakarta, April 14, 1976

**Usia / Age**  
48 tahun / 48 years old

**Rangkap Jabatan / Concurrent Position**  

- Anggota Komite Audit PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Member of the Audit Committee of PT Kereta Api Indonesia (Persero) (2022- Present)
- Commissioner PT Menara Medika Pratama (2009-Sekarang) / Commissioner of PT Menara Medika Pratama (2009-Present)

**Riwayat Pendidikan / Educational History**  
Sarjana Hukum, Universitas Atma Jaya (1996) / Bachelor of Laws, Atma Jaya University (1996)

**Riwayat Pekerjaan / Career History**  
Co-Founder & Commissioner PT Menara Medika Pratama (2009- Sekarang) / Co-Founder & Commissioner of PT Menara Medika Pratama (2009- Present)

**Kepemilikan Saham KAI / KAI Stock Ownership**  
Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**  
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**  
Onboarding Commissioner of State-Owned Enterprise Program (2022)

## Profil Dewan Komisaris Board of Commissioners Profile



### Endang Tirtana

Komisaris Independen  
Independent Commissioner



#### Periode Menjabat / Period of Service

2021-2026 (Periode Pertama) /  
2021-2026 (First Period)



#### Dasar Pengangkatan / Basis of Appointment

Diangkat untuk pertama kalinya sebagai Komisaris PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN Selaku RUPS Perseroan No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Appointed for the first time as a Commissioner of PT Kereta Api Indonesia (Persero) based on the Decree of the Minister of State-Owned Enterprises as the Company's General Meeting of Shareholders No. SK-417/MBU/12/2021 dated December 29, 2021



#### Kewarganegaraan / Citizenship

Indonesia



#### Domisili / Domicile

Jakarta



#### Tempat dan Tanggal Lahir / Place and Date of Birth

Jakarta, 09 April 1981 / Jakarta, April 9, 1981



#### Usia / Age

43 tahun / 43 years old



#### Rangkap Jabatan / Concurrent Position

Tidak ada / None



#### Riwayat Pendidikan / Educational History

- Magister Ilmu Administrasi di Universitas Krisnadwipayana, Jawa Barat (2021) / Master of Administrative Science at Krisnadwipayana University, West Java (2021)
- Sarjana, Jurusan Aqidah Filsafat di Institut Agama Islam Negeri Padang (IAIN) (2000) / Bachelor, Department of Aqidah Philosophy at the State Islamic Institute of Padang (IAIN) (2000)



#### Riwayat Pekerjaan / Career History

- Komisaris Independen PT Semen Baturaja (2020-2021) / Independent Commissioner of PT Semen Baturaja (2020-2021)
- Pimpinan Pusat Muhammadiyah, Lembaga Hikmah dan Kebijakan Publik (2010-2015) / Muhammadiyah Central Leadership, Institute of Wisdom and Public Policy (2010-2015)
- Direktur Indonesian Watch for Democracy (2017-Saat ini) / Director of Indonesian Watch for Democracy (2017-Present)



#### Kepemilikan Saham KAI / KAI Stock Ownership

Tidak memiliki / None



#### Hubungan Afiliasi / Affiliation

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.



#### Sertifikasi / Certification

Belum memiliki sertifikasi / None



## Profil Dewan Komisaris Board of Commissioners Profile



### Riza Primadi\*

Komisaris Independen  
Independent Commissioner

**Periode Menjabat / Period of Service**  
2021-2024 (Periode Pertama) /  
2021-2024 (First Period)

**Dasar Pengangkatan / Basis of Appointment**

- Diangkat untuk pertama kalinya sebagai Komisaris Independen PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed for the first time as an Independent Commissioner of PT Kereta Api Indonesia (Persero) based on Minister of State-Owned Enterprises Decree No. SK-64/MBU/03/2021 dated March 3, 2021
- Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissal based on the Decree of the Minister of SOEs No. SK-61/MBU/03/2024 dated March 5, 2024

**Kewarganegaraan / Citizenship**  
Indonesia

**Domisili / Domicile**  
Jakarta

**Tempat dan Tanggal Lahir / Place and Date of Birth**  
Jakarta, 7 September 1961 /  
Jakarta, September 7, 1961

**Usia / Age**  
63 tahun / 63 years old

**Rangkap Jabatan / Concurrent Position**

- Ketua Komite Audit PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Chairman of the Audit Committee of PT Kereta Api Indonesia (Persero) (2021-Present)
- CEO PT Content Creative Indonesia (2010-Sekarang) / CEO PT Content Creative Indonesia (2010-Present)

**Riwayat Pendidikan / Educational History**

- Transitional Democracy (Chevening Awards), University of Birmingham, UK (2000) / Transitional Democracy (Chevening Awards), University of Birmingham, UK (2000)
- Post Graduate in Science Communications, University of London, Birbeck College (1994) / Post Graduate in Science Communications, University of London, Birbeck College (1994)
- Sarjana Sains bidang Matematika dan IPA dari Universitas Indonesia (1986) / Bachelor of Science in Mathematics and IPA from the University of Indonesia (1986)

**Riwayat Pekerjaan / Career History**

- Komisaris Independen PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)
- Staf Khusus Menteri BUMN (2015-2017) / SOE Minister's Special Staff (2015-2017)
- News Advisor, Astro Awani Malaysia (2009-2010) / News Advisor, Astro Awani Malaysia (2009-2010)
- News Director, PT Adi Karya Visi (2005-2008) / News Director, PT Adi Karya Visi (2005-2008)
- News and Corporate Affairs Director, Trans TV (2000-2005) / News and Corporate Affairs Director, Trans TV (2000-2005)
- Dosen Departemen Ilmu Komunikasi FISIP UI (1988-2008) / Lecturer, Department of Communication Sciences FISIP UI (1988-2008)

**Kepemilikan Saham KAI / KAI Stock Ownership**  
Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**  
Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**

- Audit Committees in a New Era of Governance, Harvard Business School, USA (2022)
- Business Analytics, Judge Business School, University of Cambridge, UK (2020)

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024.

Profil Dewan Komisaris  
Board of Commissioners Profile**Elen Setiadi\***Komisaris  
Commissioner**Periode Menjabat / Period of Service**5 Maret-2 Agustus 2024 /  
March 5-August 2, 2024**Dasar Pengangkatan /  
Basis of Appointment**

- Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointment based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024
- Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissal based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024

**Kewarganegaraan / Citizenship**

Indonesia

**Domisili / Domicile**

Indonesia

**Tempat dan Tanggal Lahir /  
Place and Date of Birth**Cerenti, 1 September 1971 /  
Cerenti, September 1, 1971**Usia / Age**

54 tahun / 54 years old

**Rangkap Jabatan / Concurrent Position**

Tidak ada / None

**Riwayat Pendidikan / Educational History**

- Magister Ilmu Ekonomi, Universitas Indonesia / Master of Economics, Universitas Indonesia
- Sarjana Hukum Tata Negara, Universitas Andalas Padang / Bachelor of Constitutional Law, Universitas Andalas Padang

**Riwayat Pekerjaan / Career History**

Tidak ada / None

**Kepemilikan Saham KAI / KAI Stock Ownership**

Tidak memiliki / None

**Hubungan Afiliasi / Affiliation**

Tidak memiliki hubungan afiliasi, baik dengan anggota Dewan Komisaris, anggota Direksi, maupun pemegang saham utama dan pengendali Perseroan / Has no affiliations with either members of the Board of Commissioners, members of the Board of Directors, or the Company's majority and controlling shareholders.

**Sertifikasi / Certification**

Belum memiliki sertifikasi / None

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

# Hubungan Afiliasi Dewan Komisaris

## Board of Commissioners Affiliate Relations

KAI telah memastikan bahwa masing-masing anggota Dewan Komisaris tidak memiliki hubungan afiliasi, baik berupa hubungan keuangan maupun keluarga, dengan sesama anggota Dewan Komisaris, anggota Direksi, ataupun pemegang saham dan pengendali Perseroan. Selain itu, anggota Dewan Komisaris juga dipastikan tidak memiliki hubungan kepengurusan dalam bentuk apa pun yang dapat mengganggu independensi dan/atau berpotensi menghadirkan benturan kepentingan dalam pelaksanaan tugas dan tanggung jawab masing-masing.

KAI menjamin bahwa seluruh anggota Dewan Komisaris dapat senantiasa bertindak independen dan terbebas dari intervensi. Hal tersebut dilaksanakan dalam rangka menjamin terjaganya independensi Dewan Komisaris dalam menjalankan tugas dan tanggung jawabnya sebagai organ pengawas dalam tata kelola Perseroan.

Informasi hubungan afiliasi masing-masing anggota Dewan Komisaris di tahun 2024 adalah sebagai berikut:

KAI has ensured that each member of the Board of Commissioners does not have any affiliation, whether in the form of financial or familial relationships, with fellow members of the Board of Commissioners, members of the Board of Directors, or shareholders and controllers of the Company. Additionally, members of the Board of Commissioners are also ensured not to have any management relationships in any form that could compromise independence and/or potentially create conflicts of interest in the execution of their respective duties and responsibilities.

KAI guarantees that all members of the Board of Commissioners can always act independently and free from intervention. This is done to ensure the independence of the Board of Commissioners in carrying out their duties and responsibilities as the supervisory body in the governance of the Company.

Information on the affiliate relationships of each member of the Board of Commissioners in 2024 is as follows:

Tabel Hubungan Afiliasi Dewan Komisaris Tahun 2024

Table of the Board of Commissioners Affiliate Relation in 2024

| Nama / Name                | Jabatan / Position                                                                       | Hubungan Keluarga Dengan / Familial Relationship With |            |                              |            |                                                      |            | Hubungan Keuangan Dengan / Financial Relationship With |            |                              |            |                                                      |            | Hubungan Kepengurusan / Managerial Relation |            |
|----------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------|------------|------------------------------|------------|------------------------------------------------------|------------|--------------------------------------------------------|------------|------------------------------|------------|------------------------------------------------------|------------|---------------------------------------------|------------|
|                            |                                                                                          | Dewan Komisaris / Board of Commissioners              |            | Direksi / Board of Directors |            | Pemegang Saham Pengendali / Controlling Shareholders |            | Dewan Komisaris / Board of Commissioners               |            | Direksi / Board of Directors |            | Pemegang Saham Pengendali / Controlling Shareholders |            |                                             |            |
|                            |                                                                                          | Ya / Yes                                              | Tidak / No | Ya / Yes                     | Tidak / No | Ya / Yes                                             | Tidak / No | Ya / Yes                                               | Tidak / No | Ya / Yes                     | Tidak / No | Ya / Yes                                             | Tidak / No | Ya / Yes                                    | Tidak / No |
| Said Aqil Siroj            | Komisaris Utama/ Komisaris Independen / President Commissioner/ Independent Commissioner | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Rochadi                    | Komisaris Independen / Independent Commissioner                                          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Riza Primadi               | Komisaris Independen / Independent Commissioner                                          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Endang Tirtana             | Komisaris Independen / Independent Commissioner                                          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Mohamad Risal Wasal        | Komisaris / Commissioner                                                                 | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Sri Paduka Mangkoenagoro X | Komisaris / Commissioner                                                                 | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Diah Natalisa              | Komisaris / Commissioner                                                                 | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Chairul Anwar              | Komisaris / Commissioner                                                                 | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |
| Johan Sirait               | Komisaris Independen / Independent Commissioner                                          | -                                                     | √          | -                            | √          | -                                                    | √          | -                                                      | √          | -                            | √          | -                                                    | √          | -                                           | √          |

## Independensi Dewan Komisaris

*Independence of the Board of Commissioners*

Mengacu pada Aspirasi Pemegang Saham Menteri BUMN RI melalui Surat No. S-491/MBU/09/2023 tentang Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2024, khususnya terkait implementasi praktik *Environmental, Social, and Governance* (ESG) dalam mendukung pencapaian nilai jangka panjang perusahaan, Dewan Komisaris PT Kereta Api Indonesia (Persero) telah memenuhi kriteria independensi sebagaimana yang disyaratkan:

Referring to the Shareholder Aspiration of the Minister of State-Owned Enterprises (SOE) of the Republic of Indonesia through Letter No. S-491/MBU/09/2023 concerning the Preparation of the Company's Work Plan and Budget for 2024, particularly regarding the implementation of Environmental, Social, and Governance (ESG) practices to support the achievement of the company's long-term value, the Board of Commissioners of PT Kereta Api Indonesia (Persero) has fulfilled the independence criteria as required:

| Kriteria Independensi / Independence Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Said Aqil Siroj | Rochadi | Riza Primadi* | Endang Tirtana | Mohamad Risal Wasal | Sri Paduka Mangkoe nagoro X | Diah Natalisa | Chairul Anwar | Johan Sirait | Elen Setiadi** |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------|---------------|----------------|---------------------|-----------------------------|---------------|---------------|--------------|----------------|
| Komisaris tidak boleh dipekerjakan oleh perusahaan dalam kapasitas eksekutif dalam satu tahun terakhir. / The Commissioner (non-executive directors) must not have been employed by the company in an executive capacity within the last year.                                                                                                                                                                                                                                                                              | ✓               | ✓       | ✓             | ✓              | ✓                   | ✓                           | ✓             | ✓             | ✓            | ✓              |
| Komisaris tidak boleh menerima atau memiliki "Anggota Keluarga yang menerima pembayaran apa pun dari perusahaan atau induk atau anak perusahaan yang melebihi \$60.000 selama tahun fiskal berjalan", selain yang diizinkan oleh Definisi Aturan SEC 4200. / The Commissioner must not accept or have a "Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of \$60,000 during the current fiscal year", other than those permitted by SEC Rule 4200 Definitions. | ✓               | ✓       | ✓             | ✓              | ✓                   | ✓                           | ✓             | ✓             | ✓            | ✓              |
| Komisaris tidak boleh menjadi "Anggota Keluarga dari individu yang dipekerjakan oleh perusahaan atau oleh induk atau anak perusahaan sebagai pejabat eksekutif" / The Commissioner must not be a "Family Member of an individual who is employed by the company or by any parent or subsidiary of the company as an executive officer"                                                                                                                                                                                      | ✓               | ✓       | ✓             | ✓              | ✓                   | ✓                           | ✓             | ✓             | ✓            | ✓              |
| Komisaris tidak boleh menjadi (dan tidak boleh berafiliasi dengan perusahaan yang merupakan) penasihat atau Konsultan perusahaan atau Anggota manajemen senior Perusahaan. / The Commissioner must not serve (and must not be affiliated with any entity serving) as an advisor or consultant to the Company, nor as a member of the Company's senior management.                                                                                                                                                           | ✓               | ✓       | ✓             | ✓              | ✓                   | ✓                           | ✓             | ✓             | ✓            | ✓              |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024.

\*\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024.



# Perubahan Komposisi Anggota Dewan Komisaris dan Alasan Perubahannya

*Changes in the Composition of the Board of Commissioners and the Reason*

Di sepanjang tahun 2024, terdapat perubahan komposisi Dewan Komisaris KAI.

In 2024, there were changes in the composition of the Board of Directors

## Perubahan Komposisi Dewan Komisaris Tahun 2024

## Changes in the Composition of the Board of Commissioners in 2024

| Uraian / Description                            | 5 Maret 2024 / March 5, 2024                                                                                                                                                                                     |                                                                                                                                                                                               | 2 Agustus 2024 / August 2, 2024                                                                                                                                                                                       |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SK / Decree                                     | Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024 | Diangkat berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointed based on the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024 | Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissed based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024 |
| Komisaris Independen / Independent Commissioner | Riza Primadi                                                                                                                                                                                                     | Riza Primadi                                                                                                                                                                                  |                                                                                                                                                                                                                       |
| Komisaris / Commissioner                        | -                                                                                                                                                                                                                | Elen Setiadi                                                                                                                                                                                  | Elen Setiadi                                                                                                                                                                                                          |

## Komposisi Dewan Komisaris Tahun 2024

## Composition of the Board of Commissioners in 2024

| No | Nama / Name                | Jabatan / Position                                                                      | Dasar Pengangkatan / Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status                 |
|----|----------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1  | Said Aqil Siroj            | Komisaris Utama/ Komisaris Independen / President Commissioner/Independent Commissioner | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                                               | Aktif / Active         |
| 2  | Rochadi                    | Komisaris Independen / Independent Commissioner                                         | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                                               | Aktif / Active         |
| 3  | Riza Primadi*              | Komisaris Independen / Independent Commissioner                                         | <ul style="list-style-type: none"><li>Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointment based on the Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021</li><li>Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissal based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024</li></ul>     | Tidak Aktif / Inactive |
| 4  | Endang Tirtana             | Komisaris Independen / Independent Commissioner                                         | Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021/ Decree of the Minister of State-Owned Enterprises No. SK-417/MBU/12/2021 dated December 29, 2021                                                                                                                                                                                                                                                                                                                       | Aktif / Active         |
| 5  | Mohamad Risal Wasal        | Komisaris / Commissioner                                                                | Keputusan Menteri BUMN No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Decree of the Minister of State-Owned Enterprises No. SK-207/MBU/09/2022 dated September 20, 2022                                                                                                                                                                                                                                                                                                                    | Aktif / Active         |
| 6  | Sri Paduka Mangkoenagoro X | Komisaris / Commissioner                                                                | Keputusan Menteri BUMN No. SK-174/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-174/MBU/8/2022 dated August 15, 2022                                                                                                                                                                                                                                                                                                                           | Aktif / Active         |
| 7  | Diah Natalisa              | Komisaris / Commissioner                                                                | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                                               | Aktif / Active         |
| 8  | Chairul Anwar              | Komisaris / Commissioner                                                                | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                                                               | Aktif / Active         |
| 9  | Johan Sirait               | Komisaris Independen / Independent Commissioner                                         | Keputusan Menteri BUMN No. SK-173/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-173/MBU/8/2022 dated August 15, 2022                                                                                                                                                                                                                                                                                                                           | Aktif / Active         |
| 10 | Elen Setiadi**             | Komisaris / Commissioner                                                                | <ul style="list-style-type: none"><li>Pengangkatan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointment based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024</li><li>Pemberhentian berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissal based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated August 2, 2024</li></ul> | Tidak Aktif / Inactive |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-16/MBU/03/2024 tanggal 5 Maret 2024. / Resigned from office based on the Decree of the Minister of State-Owned Enterprises No. SK-16/MBU/03/2024 dated March 5, 2024.

\*\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / Resigned from office based on the Decree of the Minister of SOEs No. SK-192/MBU/08/2024 dated August 2, 2024.

## Informasi Pemegang Saham [OJK C.3]

Information on Shareholders [OJK C.3]

### KOMPOSISI PEMEGANG SAHAM

Hingga 31 Desember 2024, tidak terdapat kepemilikan saham KAI oleh institusi lokal, kepemilikan institusi asing, kepemilikan individu lokal, dan kepemilikan individu asing. Saham KAI sepenuhnya (100%) dimiliki oleh Pemerintah Republik Indonesia.

### SHAREHOLDER INFORMATION

As of December 31, 2024, there is no ownership of KAI shares by local institutions, foreign institutions, local individuals, and foreign individuals. KAI shares are fully (100%) owned by the Government of the Republic of Indonesia.

Tabel Komposisi Pemegang Saham KAI Tahun 2024

Table of Composition of KAI Shareholders in 2024

| Pemegang Saham /<br>Shareholder                                         | Jumlah Saham (lembar) /<br>Total Shares (shares) | Jumlah Saham (lembar) / Total Shares (shares) |                                         |
|-------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------|-----------------------------------------|
|                                                                         |                                                  | 01 Januari 2024 /<br>January 1, 2024          | 31 Desember 2024 /<br>December 31, 2024 |
| Pemerintah Republik Indonesia /<br>Government of the Republic Indonesia | 22.368.743                                       | 100%                                          | 100%                                    |

### KOMPOSISI 20 PEMEGANG SAHAM TERBESAR

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, tidak terdapat informasi mengenai komposisi 20 (dua puluh) pemegang saham terbesar dalam laporan ini.

### COMPOSITION OF THE TOP 20 SHAREHOLDER

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, there is no information regarding the composition of the top 20 (twenty) shareholders.

### KOMPOSISI PEMEGANG SAHAM 5% ATAU LEBIH

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, informasi mengenai komposisi pemegang saham Perseroan dengan persentase 5% atau lebih tidak disajikan dalam laporan ini.

### COMPOSITION OF SHAREHOLDER WITH 5% OR MORE SHARES

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, information regarding the composition of the Company's shareholders with a percentage of 5% or more is not presented in this report.

### KOMPOSISI KELOMPOK PEMEGANG SAHAM KURANG DARI 5%

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, informasi mengenai komposisi pemegang saham Perseroan dengan persentase kurang dari 5% tidak disajikan dalam laporan ini.

### COMPOSITION OF SHAREHOLDERS OF LESS THAN 5%

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, information regarding the composition of the Company's shareholders with a percentage of less than 5% is not presented in this report.

## Informasi Pemegang Saham

*Information on Shareholders*

### KOMPOSISI KEPEMILIKAN SAHAM BERDASARKAN JENIS DAN KEWARGANEGARAAN INVESTOR

Hingga 31 Desember 2024, KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, tidak terdapat informasi mengenai kepemilikan saham Perseroan oleh institusi maupun individu baik lokal maupun asing.

### KEPEMILIKAN SAHAM OLEH ANGGOTA DEWAN KOMISARIS DAN/ATAU DIREKSI

Hingga 31 Desember 2024, tidak terdapat pemegang saham utama dan pengendali secara tidak langsung, sampai kepada pemilik individu, serta tidak terdapat pemegang saham yang bertindak atas nama pemegang saham lain.

### COMPOSITION OF SHARE OWNERSHIP BASED ON INVESTOR TYPE AND THEIR CITIZENSHIP

As of December 31, 2024, KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia. Therefore, there is no information regarding the ownership of the Company's shares by local or foreign institutions or individuals.

### SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF COMMISSIONERS AND/OR BOARD OF DIRECTORS

As of December 31, 2024, there are no major shareholders and indirect controllers, down to individual owners, and no shareholders are acting on behalf of other shareholders.

## Pemegang Saham Utama dan Pengendali

*Majority and Controlling Shareholders*

KAI merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Pemerintah Republik Indonesia dan pemegang saham utama dan pengendali Perseroan adalah Pemerintah Republik Indonesia.

KAI is a State-Owned Enterprise whose shares are 100% owned by the Government of the Republic of Indonesia and the Company's major and controlling shareholder is the Government of the Republic of Indonesia.



# Informasi Entitas Anak, Perusahaan Asosiasi, dan Perusahaan Ventura Bersama

List of Subsidiaries, Associates, and Joint Ventures

## ENTITAS ANAK PERUSAHAAN

## SUBSIDIARIES

| Nama /<br>Name                                               | Bidang Usaha /<br>Line of Business                                                          | Domisili /<br>Domicile | Alamat /<br>Address                                                                                                              | Kepemilikan Saham<br>/ Share Ownership |        | Tahun<br>Pendirian<br>/ Year of<br>Establishment | Status<br>Operasi /<br>Operational<br>Status | Jumlah Aset Sebelum Eliminasi<br>(dalam Rp-ribu) / Number of<br>Assets Before Elimination (in<br>thousand rupiah) |               |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------|--------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------|
|                                                              |                                                                                             |                        |                                                                                                                                  | 2024                                   | 2023   |                                                  |                                              | 2024                                                                                                              | 2023          |
| PT Reska Multi<br>Usaha(RMU)/<br>KAI Services                | Restoran Kereta<br>Api / Railway<br>Restaurant                                              | Jakarta                | Stasiun Mangga<br>Besar, Lantai Dasar,<br>Jalan Karanganyar<br>No. 1, Mangga Besar,<br>Jakarta Pusat 10740                       | 99,74%                                 | 99,74% | 2003                                             | Beroperasi /<br>Operating                    | 783.454.192                                                                                                       | 560.460.847   |
| PT Railink<br>(Railink)/ KAI<br>Bandara                      | Transportasi<br>Kereta Api<br>Bandara /<br>Airport Railway<br>Transportation                | Jakarta                | Stasiun Sudirman<br>Baru/ Stasiun BNI<br>City, Lt. 2 Tanah<br>Abang, Jakarta<br>Pusat                                            | 60,0%                                  | 60,0%  | 2005                                             | Beroperasi /<br>Operating                    | 434.921.035                                                                                                       | 423.753.460   |
| PT Kereta<br>Commuter<br>Indonesia<br>(KCI)/ KAI<br>Commuter | Transportasi<br>Kereta<br>Commuter /<br>Commuter<br>Railway<br>Transportation               | Jakarta                | Stasiun Juanda,<br>Jl. Ir. H. Juanda I -<br>Jakarta Pusat 10120                                                                  | 99,78%                                 | 99,78% | 2008                                             | Beroperasi /<br>Operating                    | 3.974.460.215                                                                                                     | 3.392.366.123 |
| PT KA Logistik<br>(KALOG)/ KAI<br>Logistik                   | Distribusi<br>Logistik<br>Berkas Kereta<br>Api / Railway<br>based Logistics<br>Distribution | Jakarta                | Stasiun<br>Gondangdia, Lantai<br>Dasar, Jalan K.H.<br>Wahid Hasyim No.<br>11A Jakarta Pusat<br>10340                             | 99,30%                                 | 99,30% | 2009                                             | Beroperasi /<br>Operating                    | 926.363.172                                                                                                       | 865.859.021   |
| PT KA Properti<br>Manajemen<br>(KAPM)/ KAI<br>Properti       | Pengelolaan<br>Aset Properti<br>Perkeretaapian<br>/ Railway<br>Property Asset<br>Management | Jakarta                | Stasiun Sawah<br>Besar, Lantai<br>Dasar, Jalan KH.<br>Samanhudi, Jakarta<br>Pusat 10710                                          | 99,63%                                 | 99,63% | 2009                                             | Beroperasi /<br>Operating                    | 1.215.8999.264                                                                                                    | 825.751.525   |
| PT KA<br>Pariwisata<br>(KAWIS)/ KAI<br>Wisata                | Pariwisata<br>Kereta Api /<br>Railway Tourism                                               | Jakarta                | Stasiun<br>Gondangdia,<br>Pintu Selatan - Lt.<br>Dasar Jl Srikeya 1,<br>Kelurahan Kebon<br>Sirih, Menteng<br>Jakarta Pusat 10340 | 99,90%                                 | 99,90% | 2009                                             | Beroperasi /<br>Operating                    | 328.536.295                                                                                                       | 299.222.056   |

## PERUSAHAAN ASOSIASI

## ASSOCIATE COMPANIES

| Nama /<br>Name                                      | Bidang Usaha /<br>Line of Business                                                                                                                                                          | Domisili /<br>Domicile | Alamat /<br>Address                                                                                                                                                             | Kepemilikan Saham<br>/ Share Ownership |        | Tahun<br>Pendirian<br>/ Year of<br>Establishment | Status<br>Operasi /<br>Operational<br>Status | Jumlah Aset Sebelum Eliminasi<br>(dalam Rp-ribu) / Number of<br>Assets Before Elimination (in<br>thousand rupiah) |                |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------|--------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------|
|                                                     |                                                                                                                                                                                             |                        |                                                                                                                                                                                 | 2024                                   | 2023   |                                                  |                                              | 2024                                                                                                              | 2023           |
| PT Pilar<br>Sinergi BUMN<br>Indonesia               | Transportasi<br>Kereta Cepat<br>/ High-speed<br>Railway<br>Transportation                                                                                                                   | Jakarta                | MT Haryono St<br>No.Kav. 10, RT.11/<br>RW.5, West Tebet,<br>Tebet, South<br>Jakarta City,<br>Jakarta 12810                                                                      | 58,53%                                 | 51,37% | 2015                                             | Beroperasi /<br>Operating                    | 26.991.168.000                                                                                                    | 23.263.019.735 |
| PT Moda<br>Integrasi<br>Transportasi<br>Jabodetabek | Mengelola Moda<br>Transportasi<br>di Jakarta -<br>Bogor - Depok<br>- Tangerang<br>- Bekasi /<br>Managing<br>Transportation<br>Mode in Jakarta<br>- Bogor - Depok<br>- Tangerang -<br>Bekasi | Jakarta                | Transport Hub, Jl.<br>Ps. Blora No.24<br>5th Floor, RT.2/<br>RW.6, Dukuh Atas,<br>Menteng, Kec.<br>Menteng, Kota<br>Jakarta Pusat,<br>Daerah Khusus<br>Ibukota Jakarta<br>10310 | 49,0%                                  | 49,0%  | 2020                                             | Beroperasi /<br>Operating                    | 111.161.844                                                                                                       | 90.381.000     |

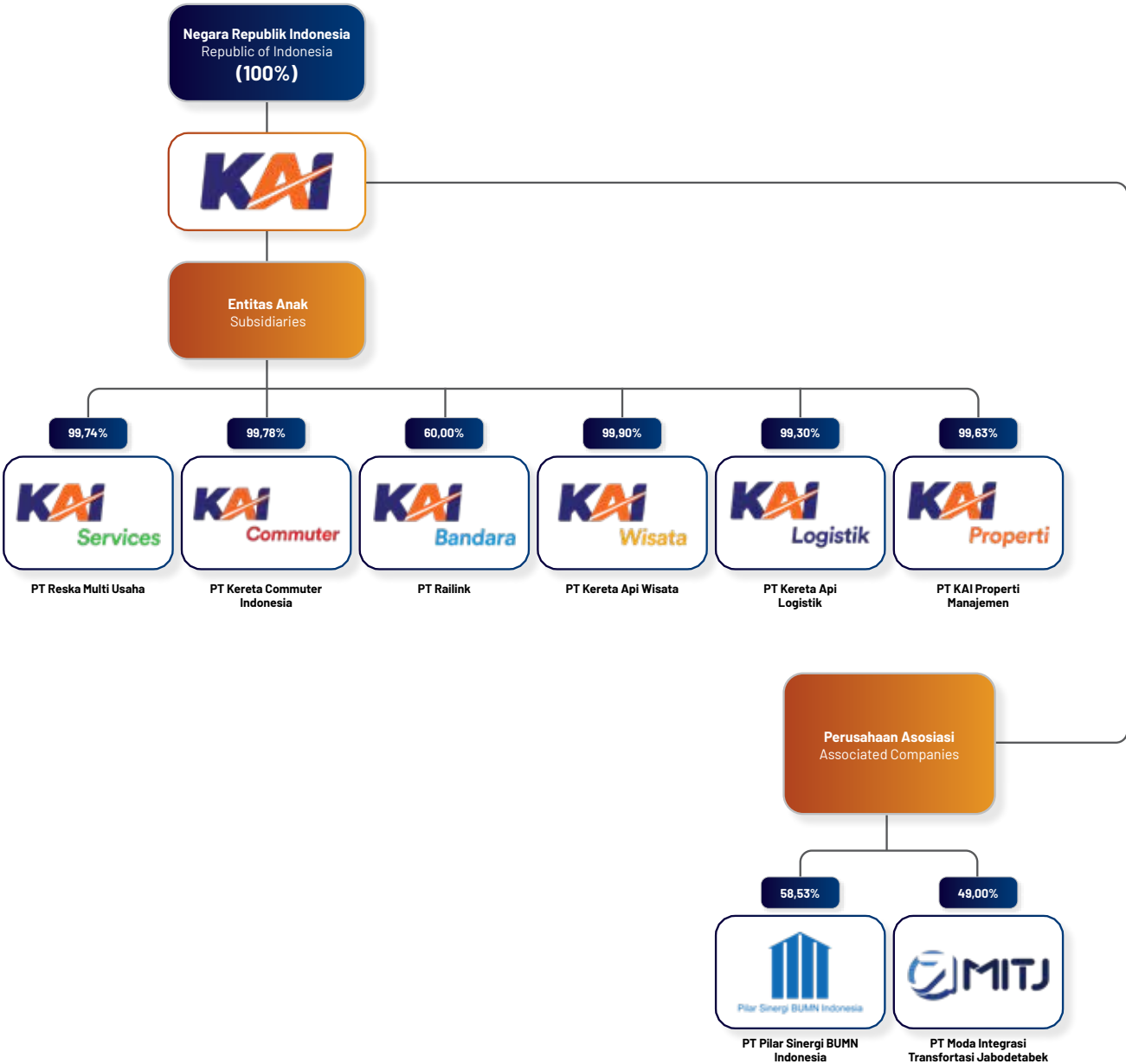


# Struktur Grup Perusahaan

Company Group Structure

Informasi struktur grup KAI hingga 31 Desember 2024 adalah sebagai berikut:

Information on the KAI group structure as of December 31, 2024 is as follows:



\*) Hingga 31 Desember 2024, KAI tidak memiliki Entitas Induk, Joint Venture dan Special Purpose Vehicle (SPV).

\*) Until December 31, 2024, KAI does not have a Parent Entity, Joint Venture and Special Purpose Vehicle (SPV)

# Kronologi Penerbitan Saham

## Share Listing Chronology

Hingga 31 Desember 2024, KAI tidak mencatatkan saham pada bursa efek mana pun. Dengan demikian, tidak terdapat informasi tentang tindakan korporasi (*corporate action*), harga penawaran saham untuk masing-masing tindakan korporasi, jumlah saham tercatat setelah masing-masing tindakan korporasi, dan nama bursa tempat saham Perseroan dicatatkan.

As of December 31, 2024, KAI has not listed its shares on any stock exchange. Therefore, there is no information available regarding corporate actions, the offering price of shares for each corporate action, the number of shares issued after each action, or the name of the exchange where the Company's shares would be listed.

Namun, Perseroan melakukan pencatatan modal yang ditempatkan dan disetor penuh dengan kronologi sebagai berikut ini:

However, the Company maintains a record of its issued and fully paid-up capital, which follows this chronology:

**Tabel Pencatatan Modal yang Ditempatkan dan Disetor Penuh** **Table of Issued and Fully Paid Capital Listing**

| Tanggal Penerbitan / Issuance Date | Jumlah Saham/ Lembar / Total Shares/Shares         | Nominal/ Lembar (Rp) / Nominal/ Shares (Rp) | Total (Rp)         | Akta / Deed                                                                                                                                                                 |
|------------------------------------|----------------------------------------------------|---------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2008                               | 2.470.000                                          | 1.000.000                                   | 2.470.000.000.000  | Akta No. 65 tanggal 9 Agustus 2008 dari Notaris Surjadi Jasin, S.H. / Deed No. 65 dated August 9, 2008 from Notary Surjadi Jasin, S.H.                                      |
| 2012                               | 3.296.547                                          | 1.000.000                                   | 3.296.547.000.000  | Akta No. 139 tanggal 31 Desember 2012 dari Surjadi Jasin, S.H. / Deed No. 139 dated December 31, 2012 from Surjadi Jasin, S.H.                                              |
| 2016                               | 5.296.547                                          | 1.000.000                                   | 5.296.547.000.000  | Akta No. 42 tanggal 23 Mei 2016 dari Surjadi Jasin, S.H. / Deed No. 42 dated May 23, 2016 from Surjadi Jasin, S.H.                                                          |
| 2017                               | 6.668.743                                          | 1.000.000                                   | 6.668.743.000.000  | Akta No. 1 tanggal 3 April 2017 dari Dr. Darwin Ginting, S.H., M.H. / Deed No. 1 dated April 3, 2017 from Dr. Darwin Ginting, S.H., M.H.                                    |
| 2018                               | 8.668.743                                          | 1.000.000                                   | 8.668.743.000.000  | Akta No. 34 tanggal 15 Februari 2018 dari Surjadi Jasin, S.H. / Deed No. 34 dated February 15, 2018 from Surjadi Jasin, S.H.                                                |
| 2018                               | 12.268.74                                          | 1.000.000                                   | 12.268.743.000.000 | Akta No. 293 tanggal 27 Oktober 2018 dari Notaris Nining Puspitaningtyas, S.H., M.H. / Deed No. 293 dated October 27, 2018 from Notary Nining Puspitaningtyas, S.H., M.H.   |
| 2021                               | 19.168.743                                         | 1.000.000                                   | 19.168.743.000.000 | Akta No. 278 tanggal 31 Desember 2021 dari Notaris Nining Puspitaningtyas, S.H., M.H. / Deed No. 278 dated December 31, 2021 from Notary Nining Puspitaningtyas, S.H., M.H. |
| 2022                               | Tidak ada penambahan modal / No additional capital |                                             |                    |                                                                                                                                                                             |
| 2023                               | 22.368.743                                         | 1.000.000                                   | 22.368.743.000.000 | Akta No. 122 tanggal 11 Januari 2023 dari Notaris Nining Puspitaningtyas, S.H., M.H. / Deed No. 122 dated January 11, 2023 from Notary Nining Puspitaningtyas, S.H., M.H.   |
| 2024*                              | Tidak ada penambahan modal / No additional capital |                                             |                    |                                                                                                                                                                             |

\*) Akta atas setoran modal tahun 2024 baru terbit di tahun 2025 (Akta No. 14 tanggal 20 Maret Tahun 2025 dari Notaris Nanda Fauz Iwan S.H., M.Kn.), sehingga total saham di akhir 2024 tidak ada perubahan. / Deed of paid-up capital in 2024 will only be published in 2025 (Deed No. 14 dated March 20, 2025 from Notary Nanda Fauz Iwan S.H., M.Kn.), so there were no changes in the total shares at the end of 2024.

## Kronologi Penerbitan Obligasi

### *Bond Listing Chronology*

Pada 13 November 2017, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-438/D.04/2017 atas Penawaran perdana penerbitan Obligasi I Kereta Api Indonesia tahun 2017 dengan jumlah pokok sebesar Rp2.000.000.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 21 November 2017.

Pada tanggal 6 Desember 2019, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-189/D.04/2019 atas Penawaran umum penerbitan Obligasi II Kereta Api Indonesia tahun 2019 dengan jumlah pokok sebesar Rp2.000.000.000, dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 16 Desember 2019.

Pada tanggal 29 Juli 2022, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-148/D.04/2022 atas Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022, dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 3 Agustus 2022 sesuai Surat BEI Nomor: S-06451/BEI.PP3/08-2022.

Perseroan menerbitkan Obligasi melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp700.000.000.000, yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024.

Pada tanggal 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas Penawaran Umum Berkelanjutan (PUB) Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp1.500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai surat BEI No. S-12133/BEI.PP3/11-2024.

Informasi kronologi pencatatan obligasi KAI adalah sebagai berikut:

On November 13, 2017, the Company received an effective statement letter from the Financial Services Authority (OJK) No. S-438/D.04/2017 for the Initial Offering of Kereta Api Indonesia Bonds I in 2017 with a principal amount of Rp2,000,000,000,000 and was listed on the Indonesia Stock Exchange on November 21, 2017.

On December 6, 2019, the Company received an effective statement letter from the Financial Services Authority (OJK) No: S-189/D.04/2019 for the public offering of the 2019 Kereta Api Indonesia Bond II with a principal amount of Rp2,000,000,000 and has been listed on the Indonesia Stock Exchange on December 16, 2019.

On July 29, 2022, the Company received an effective statement letter from the Financial Service Authority (OJK) No: S-189/D.04/2019 for the Sustainable Public Offering of Kereta Api Indonesia Sustainable Bonds I Phase I Year 2022 and has been listed on the Indonesia Stock Exchange on August 3rd, 2022 pursuant to IDX Letter No: S-06451/BEI.PP3/08-2022.

The Company issued Bonds through the Continuous Public Offering (PUB) mechanism of Continuous Bonds I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp700,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter No. S-08240/BEI.PP3/08-2024.

On November 13, 2024, the Company obtained an effective statement letter from the Financial Services Authority (OJK) No. S-153/D.04/2024 on the Continuous Public Offering (PUB) of Continuous Bonds II of Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp1,500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX letter No. S-12133/BEI.PP3/11-2024.

Chronological information on KAI bond recording is as follows:

## Kronologi Penerbitan Obligasi

### Bond Listing Chronology

**Tabel Penerbitan Obligasi**
**Table of Bond Issuance**

| No | Uraian /<br>Description                                                                                       | Tanggal<br>Distribusi<br>Obligasi<br>secara<br>Elektronik<br>/ Electronic<br>Bond<br>Distribution<br>Date | Tenor | Mata<br>uang /<br>Currency | Jumlah Obligasi /<br>Total Bonds | Harga<br>Penawaran /<br>Offering Price                          | Tanggal<br>Jatuh<br>Tempo /<br>Due Date | Tingkat<br>Suku<br>Bunga /<br>Interest<br>Rate | Status<br>Pembayaran<br>/ Payment<br>Status | Peringkat /<br>Ranking |       | Wali<br>Amanat /<br>Trustee |
|----|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------|----------------------------|----------------------------------|-----------------------------------------------------------------|-----------------------------------------|------------------------------------------------|---------------------------------------------|------------------------|-------|-----------------------------|
|    |                                                                                                               |                                                                                                           |       |                            |                                  |                                                                 |                                         |                                                |                                             | 2024                   | 2023  |                             |
| 1  | Obligasi I Seri A Tahun 2017 / Bond I Series A Year 2017                                                      | 21 November 2017 / November 21, 2017                                                                      | 5     | IDR                        | 1.000.000.000.000                | 100% dari nilai pokok obligasi / 100% of principal value        | 21 November 2022 / November 21, 2022    | 7,75% per tahun / 7.75% per year               | Lunas / Paid                                | -                      | idAAA | PT Bank Mega Tbk            |
| 2  | Obligasi I Seri B Tahun 2017 / Bond I Series B Year 2017                                                      | 21 November 2017 / November 21, 2017                                                                      | 7     | IDR                        | 1.000.000.000.000                | 100% dari nilai pokok obligasi / 100% of principal value        | 21 November 2024 / November 21, 2024    | 8,25% per tahun / 8.25% per year               | Lunas / Paid                                | idAAA                  | idAAA | PT Bank Mega Tbk            |
| 3  | Obligasi II Seri A Tahun 2019 / Bond II Series A Year 2019                                                    | 13 Desember 2019 / December 13, 2019                                                                      | 5     | IDR                        | 900.000.000.000                  | 100% dari nilai pokok obligasi / 100% of principal value        | 13 Desember 2024 / December 13, 2024    | 7,75% per tahun / 7.75% per year               | Lunas / Paid                                | idAAA                  | idAAA | PT Bank Mega Tbk            |
| 4  | Obligasi II Seri B Tahun 2019 / Bond II Series B Year 2019                                                    | 13 Desember 2019 / December 13, 2019                                                                      | 7     | IDR                        | 1.100.000.000.000                | 100% dari nilai pokok obligasi / 100% of principal value        | 13 Desember 2026 / December 13, 2026    | 8,20% per tahun / 8.20% per year               | Belum lunas / Not Paid                      | idAAA                  | idAAA | PT Bank Mega Tbk            |
| 5  | Obligasi Berkelanjutan I KAI Tahap I Seri A Tahun 2022 / Sustainable Bonds I KAI Phase I Series A Year 2022   | 5 Agustus 2022 / August 5, 2022                                                                           | 5     | IDR                        | 634.000.000.000                  | 100% dari nilai pokok obligasi / 100% of principal value        | 5 Agustus 2027 / August 5, 2027         | 7,10% per tahun / 7.10% per year               | Belum lunas / Not Paid                      | idAAA                  | idAAA | PT Bank Mega Tbk            |
| 6  | Obligasi Berkelanjutan I KAI Tahap I Seri B Tahun 2022 / Sustainable Bonds I KAI Phase I Series B Year 2022   | 5 Agustus 2022 / August 5, 2022                                                                           | 7     | IDR                        | 866.000.000.000                  | 100% dari nilai pokok obligasi / 100% of principal value        | 5 Agustus 2029 / August 5, 2029         | 8,00% per tahun / 8.00% per year               | Belum lunas / Not Paid                      | idAAA                  | idAAA | PT Bank Mega Tbk            |
| 7  | Obligasi Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Bonds I KAI Phase II Series A Year 2024 | 09 Agustus 2024 / 09 Agustus 2024                                                                         | 3     | IDR                        | 67.000.000.000                   | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 09 Agustus 2027 / 09 Agustus 2027       | 6,90% per tahun / 6.90% per tahun              | Belum lunas / Not Paid                      | idAAA                  | -     | PT Bank Mega Tbk            |
| 8  | Obligasi Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Bonds I KAI Phase II Series B Year 2024 | 09 Agustus 2024 / 09 Agustus 2024                                                                         | 5     | IDR                        | 295.500.000.000                  | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 09 Agustus 2029 / 09 Agustus 2029       | 7,20% per tahun / 7.20% per tahun              | Belum lunas / Not Paid                      | idAAA                  | -     | PT Bank Mega Tbk            |
| 9  | Obligasi Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Bonds I KAI Phase II Series C Year 2024 | 09 Agustus 2024 / 09 Agustus 2024                                                                         | 7     | IDR                        | 337.500.000.000                  | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 09 Agustus 2031 / 09 Agustus 2031       | 7,30% per tahun / 7.30% per tahun              | Belum lunas / Not Paid                      | idAAA                  | -     | PT Bank Mega Tbk            |
| 10 | Obligasi Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Bonds II KAI Phase I Series A Year 2024 | 19 November 2024 / 19 November 2024                                                                       | 3     | IDR                        | 437.800.000.000                  | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 19 November 2027 / 19 November 2027     | 6,70% per tahun / 6.70% per tahun              | Belum lunas / Not Paid                      | idAAA                  | -     | PT Bank Mega Tbk            |



## Kronologi Penerbitan Obligasi

### Bond Listing Chronology

| No | Uraian /<br>Description                                                                                       | Tanggal<br>Distribusi<br>Obligasi<br>secara<br>Elektronik<br>/ Electronic<br>Bond<br>Distribution<br>Date | Tenor | Mata<br>uang /<br>Currency | Jumlah Obligasi /<br>Total Bonds | Harga<br>Penawaran /<br>Offering Price                          | Tanggal<br>Jatuh<br>Tempo /<br>Due Date | Tingkat<br>Suku<br>Bunga /<br>Interest<br>Rate | Status<br>Pembayaran<br>/ Payment<br>Status | Peringkat /<br>Ranking |      | Wali<br>Amanat /<br>Trustee |
|----|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------|----------------------------|----------------------------------|-----------------------------------------------------------------|-----------------------------------------|------------------------------------------------|---------------------------------------------|------------------------|------|-----------------------------|
|    |                                                                                                               |                                                                                                           |       |                            |                                  |                                                                 |                                         |                                                |                                             | 2024                   | 2023 |                             |
| 11 | Obligasi Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Bonds II KAI Phase I Series B Year 2024 | 19 November 2024 / 19 November 2024                                                                       | 5     | IDR                        | 448.360.000.000                  | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 19 November 2029 / 19 November 2029     | 7,00% per tahun / 7,00% per tahun              | Belum lunas / Not Paid                      | idAAA                  | -    | PT Bank Mega Tbk            |
| 12 | Obligasi Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Bonds II KAI Phase I Series C Year 2024 | 19 November 2024 / 19 November 2024                                                                       | 7     | IDR                        | 613.840.000.000                  | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 19 November 2031 / 19 November 2031     | 7,10% per tahun / 7,10% per tahun              | Belum lunas / Not Paid                      | idAAA                  | -    | PT Bank Mega Tbk            |

## Kronologi Penerbitan Sukuk

### Sukuk Issuance Chronology

Pada 29 Juli 2022, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-148/D.04/2022 atas penawaran Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 3 Agustus 2022 sesuai Surat BEI No. S-06451/BEI.PP3/08-2022.

Perseroan menerbitkan Sukuk melalui mekanisme Penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 dengan jumlah pokok sebesar Rp300.000.000.000,- yang surat pernyataannya efektifnya telah diperoleh dari Otoritas Jasa Keuangan No. S-148/D.04.2022 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 12 Agustus 2024 sesuai surat BEI No. S-08240/BEI.PP3/08-2024.

Pada 13 November 2024, Perseroan telah mendapatkan surat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-153/D.04/2024 atas penawaran Umum Berkelanjutan (PUB) Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 dengan jumlah pokok sebesar Rp500.000.000.000,- dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 20 November 2024 sesuai Surat BEI Nomor: S-12133/BEI.PP3/11-2024.

On July 29th, 2022, the Company received an effective statement letter from the Financial Services Authority (OJK) Number: S-148/D.04/2022 for the offering of the Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Phase I Year 2022 and it was listed on the Indonesia Stock Exchange on August 3, 2022, according to the IDX Letter Number: S-06451/BEI.PP3/08-2022.

The Company issued Sukuk through the Continuous Public Offering (PUB) mechanism of Continuous Sukuk Ijarah I Kereta Api Indonesia Phase II Year 2024 with a principal amount of Rp300,000,000,000 whose effective statement letter has been obtained from the Financial Services Authority No. S-148/D.04.2022 and has been listed on the Indonesia Stock Exchange on August 12, 2024, according to IDX letter Number: S-08240/BEI.PP3/08-2024.

On November 13, 2024, the Company received an effective statement letter from the Financial Services Authority (OJK) Number: S-153/D.04/2024 regarding the Continuous Public Offering (PUB) of Continuous Sukuk Ijarah II Kereta Api Indonesia Phase I Year 2024 with a principal amount of Rp500,000,000,000 and has been listed on the Indonesia Stock Exchange on November 20, 2024, according to IDX Letter Number: S-12133/BEI.PP3/11-2024.

## Kronologi Penerbitan Sukuk

*Sukuk Issuance Chronology*

Informasi kronologi pencatatan sukuk KAI adalah sebagai berikut:

Information on the KAI sukuk issuance chronology is as follows:

**Tabel Penerbitan Sukuk**

**Table of Sukuk Issuance**

| No | Uraian / Description                                                                                                   | Tanggal Distribusi Sukuk secara Elektronik / Electronic Bond Distribution Date | Tenor | Mata Uang / Currency | Jumlah Sukuk / Total Sukuk | Harga Penawaran / Offering Price                                                                    | Tanggal Jatuh Tempo / Due Date      | Status Pembayaran / Payment Status | Peringkat / Ranking |            | Wali Amanat / Trustee         |
|----|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------|----------------------|----------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------|---------------------|------------|-------------------------------|
|    |                                                                                                                        |                                                                                |       |                      |                            |                                                                                                     |                                     |                                    | 2024                | 2023       |                               |
| 1  | Sukuk Ijarah Berkelanjutan I KAI Tahap I Seri A Tahun 2022 / Sustainable Sukuk Ijarah I KAI Phase I Series A of 2022   | 5 Agustus 2022 / August 5, 2022                                                | 5     | IDR                  | 117.350.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% Remaining value of Ijarah Sukuk benefits    | 5 Agustus 2027 / August 5, 2027     | Belum lunas / Not Paid             | idAAA (sy)          | idAAA (sy) | PT Bank Mega Tbk              |
| 2  | Sukuk Ijarah Berkelanjutan I KAI Tahap I Seri B Tahun 2022 / Sustainable Sukuk Ijarah I KAI Phase I Series B of 2022   | 5 Agustus 2022 / August 5, 2022                                                | 7     | IDR                  | 382.650.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% Remaining value of Ijarah Sukuk benefits    | 5 Agustus 2027 / August 5, 2027     | Belum lunas / Not Paid             | idAAA (sy)          | idAAA (sy) | PT Bank Mega Tbk              |
| 3  | Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series A of 2024 | 9 Agustus 2024 / 9 Agustus 2024                                                | 3     | IDR                  | 62.500.000.000             | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 9 Agustus 2027 / 9 Agustus 2027     | Belum lunas / Not Paid             | idAAA (sy)          | -          | PT Bank Mega Tbk              |
| 4  | Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series B of 2024 | 9 Agustus 2024 / 9 Agustus 2024                                                | 5     | IDR                  | 127.270.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 9 Agustus 2029 / 9 Agustus 2029     | Belum lunas / Not Paid             | idAAA (sy)          | -          | PT Bank Mega Tbk              |
| 5  | Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series C of 2024 | 9 Agustus 2024 / 9 Agustus 2024                                                | 7     | IDR                  | 110.230.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 9 Agustus 2031 / 9 Agustus 2031     | Belum lunas / Not Paid             | idAAA (sy)          | -          | PT Bank Mega Tbk              |
| 6  | Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series A of 2024 | 19 November 2024 / 19 November 2024                                            | 3     | IDR                  | 116.540.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 19 November 2027 / 19 November 2027 | Belum lunas / Not Paid             | idAAA (sy)          | -          | PT Bank Syariah Indonesia Tbk |
| 7  | Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series B of 2024 | 19 November 2024 / 19 November 2024                                            | 5     | IDR                  | 83.135.000.000             | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 19 November 2029 / 19 November 2029 | Belum lunas / Not Paid             | idAAA (sy)          | -          | PT Bank Syariah Indonesia Tbk |
| 8  | Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series C of 2024 | 19 November 2024 / 19 November 2024                                            | 7     | IDR                  | 300.325.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 19 November 2031 / 19 November 2031 | Belum lunas / Not Paid             | idAAA (sy)          | -          | PT Bank Syariah Indonesia Tbk |

# Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya

## *Other Securities Listing Chronology*

Hingga 31 Desember 2024, KAI tidak mencatatkan atau menerbitkan efek lainnya. Sehingga informasi tersebut tidak disajikan dalam laporan.

As of December 31, 2024, KAI did not issue other securities. Therefore, such information is not presented in this report.

# Informasi Penggunaan Jasa Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP)

## *Information on Public Accounting Service (AP) and Public Accounting Firm (KAP)*

|                                                                    |                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama KAP / Name of Public Accounting Firm</b>                   | <b>KAP Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan</b>                                                                                                                                                                                              |
| <b>Jaringan Asosiasi / Association Network</b>                     | RSM Indonesia                                                                                                                                                                                                                                        |
| <b>Alamat / Address</b>                                            | Gedung Plaza Asia, Lantai 10-11, Jl. Jenderal Sudirman Kav.59 Senayan, Kebayoran Baru, Jakarta Selatan 12190, Indonesia / Plaza Asia Building, 10th-11th Floor, Jl. Jenderal Sudirman Kav.59 Senayan, Kebayoran Baru, South Jakarta 12190, Indonesia |
| <b>Akuntan Publik / Public Accountant</b>                          | Dedy Sukrisnadi                                                                                                                                                                                                                                      |
| <b>Periode Penugasan / Period of Engagement</b>                    | 2024                                                                                                                                                                                                                                                 |
| <b>Jasa yang Diberikan / Services Provided</b>                     | Audit Tahun Buku 2024 / 2024 Fiscal Year Audit                                                                                                                                                                                                       |
| <b>Jasa Non-Audit yang Diberikan / Non-Audit Services Provided</b> | -                                                                                                                                                                                                                                                    |
| <b>Biaya Audit / Audit Costs</b>                                   | Rp3.200.000.000,00                                                                                                                                                                                                                                   |
| <b>Biaya Non-Audit / Non-Audit Costs</b>                           | -                                                                                                                                                                                                                                                    |

# Informasi Lembaga dan/atau Profesi Penunjang Perusahaan

Supporting Institutions and/or Profession

## Wali Amanat Obligasi

## Bonds Trustee

|                         |                                                                                                                               |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama / Name</b>      | <b>PT Bank Mega Tbk</b>                                                                                                       |
| <b>Alamat / Address</b> | Menara Bank Mega Jl. Kapten Tendean Kav 12-14 A Jakarta 12790 / Bank Mega Tower, Jl. Kapten Tendean Kav 12-14 A Jakarta 12790 |

## Wali Amanat Sukuk

|                         |                                                                                                                                                          |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama / Name</b>      | <b>PT Bank Syariah Indonesia Tbk</b>                                                                                                                     |
| <b>Alamat / Address</b> | Kantor Pusat Gedung The Tower, Jl Gatot Subroto No.27 Jakarta Selatan 12930 / Head Office The Tower Building, Jl Gatot Subroto No.27 South Jakarta 12930 |

## Lembaga Pemeringkat Efek

## Securities Rating Agency

|                         |                                                                                                                                                                                                                                         |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama / Name</b>      | <b>PT Pemeringkat Efek Indonesia (Pefindo)</b>                                                                                                                                                                                          |
| <b>Alamat / Address</b> | Equity Power Lt. 30 Sudirman Central Business District (SCBD) Lot 9 Jl.Jenderal Sudirman Kav.52-53 Jakarta 12190 / Equity Power 30th Floor Sudirman Central Business District (SCBD) Lot 9 Jl.Jenderal Sudirman Kav.52-53 Jakarta 12190 |

## Pengelola Informasi Perdagangan dan Pencatatan Saham

## Share Listing and Trading information Management

|                         |                                                                                                                                                                                                             |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama / Name</b>      | <b>PT Bursa Efek Indonesia</b>                                                                                                                                                                              |
| <b>Alamat / Address</b> | Gedung Bursa Efek Indonesia, Menara I Lantai 6 Jl. Jenderal Sudirman Kav. 52-53, Jakarta - 12190 / Indonesia Stock Exchange Building, Tower I, 6th Floor, Jl. Jenderal Sudirman Kav. 52-53, Jakarta - 12190 |

## Konsultan Hukum

## Legal Consultant

|                         |                                                                       |
|-------------------------|-----------------------------------------------------------------------|
| <b>Nama / Name</b>      | <b>Ali Budiardjo, Nugroho, Reksodiputro (ABNR)</b>                    |
| <b>Alamat / Address</b> | Graha CIMB Niaga, 24th Floor Jl. Jend. Sudirman Kav. 58 Jakarta 12190 |

Keterangan: Jasa Konsultan Hukum pada PUB I Tahap II KAI Tahun 2024 / Note: Legal Consultant Services for PUB I Phase II KAI 2024

|               |                                                                                                                                                               |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama</b>   | <b>Marsinih, Martoatmodjo, Iskandar Law Office (MMI)</b>                                                                                                      |
| <b>Alamat</b> | Office 8, 15th Floor Suite H, Jalan Senopati Raya No. 8B, Jakarta Selatan 12190 / Office 8, 15th Floor Suite H, Jl. Senopati Raya No. 8B, South Jakarta 12190 |

Keterangan: Jasa Konsultan Hukum pada PUB II Tahap I KAI Tahun 2024 / Note: Legal Consultant Services for PUB II Phase I KAI 2024

## Notaris

## Notary

|                         |                                                                                                                                                                                                |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama / Name</b>      | <b>Fathiah Helmi, S.H</b>                                                                                                                                                                      |
| <b>Alamat / Address</b> | Graha Irama Lt. 6 Suite C Jl. H.R. Rasuna Said Blok X-1, Kav. 1 & 2 Kuningan, Jakarta 12950 / Graha Irama 6th Floor Suite C Jl. H.R. Rasuna Said Block X-1, Kav. 1 & 2 Kuningan, Jakarta 12950 |

## Tim Ahli Syariah

## Sharia Expert Team

|                           |                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama / Name</b>        | <b>AH. Azharuddin Lathif, M.Ag.MH</b>                                                                                                                                                                                                                                                                                                           |
| <b>Jabatan / Position</b> | Ketua Tim Ahli Syariah Penawaran Umum Berkelanjutan Sukuk Ijarah KAI I Tahap II Tahun 2024 dan Penawaran Umum Berkelanjutan Sukuk Ijarah KAI II Tahap I Tahun 2024 / Head of Sharia Expert Team for Continuous Public Offering of KAI Sukuk Ijarah I Phase II Year 2024 and Continuous Public Offering of KAI Sukuk Ijarah II Phase I Year 2024 |
| <b>Alamat / Address</b>   | Jalan Dempo No. 19 Pegangsaan, Jakarta Pusat 10320 / Jl. Dempo No. 19 Pegangsaan, Central Jakarta 10320                                                                                                                                                                                                                                         |



## Informasi Website Perusahaan

*Information on the Company's Website*



KAI berkomitmen untuk senantiasa menerapkan pemenuhan terhadap prinsip transparansi sesuai peraturan perundang-undangan serta standar penerapan yang berlaku, mencakup standar pada Peraturan Otoritas Jasa Keuangan No. 08/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik. Komitmen KAI terhadap penerapan pemenuhan prinsip transparansi tersebut dilaksanakan sebagai upaya dalam memberikan kemudahan bagi seluruh pemangku kepentingan dalam mengakses informasi yang aktual dan relevan terkait Perseroan.

Terkait hal tersebut, terdapat sejumlah informasi yang secara khusus telah termuat di dalam situs web resmi KAI (<https://www.kai.id/>) sesuai kewajiban penyampaian dalam peraturan dan standar, rincian sebagai berikut:

- Informasi umum terkait Perseroan.
- Informasi terkait keterbukaan informasi publik.
- Informasi tata kelola perusahaan.
- Informasi tanggung jawab sosial perusahaan.

KAI is committed to upholding the principle of transparency as mandated by relevant laws, regulations, and implementation standards, including those outlined in the Financial Services Authority Regulation No. 08/POJK.04/2015 regarding the websites of issuers or public companies. KAI's commitment to transparency is aimed at providing all stakeholders with easy access to timely and relevant information about the Company.

To facilitate this, there is specific information on the official KAI website (<https://www.kai.id/>) as part of its regulatory obligations. The details available include:

- General information about the Company.
- Information regarding public disclosures.
- Corporate governance details.
- Information on corporate social responsibility.

## Informasi Website Perusahaan

Information on the Company's Website

**Tabel Informasi Website KAI**
**Table on Information on KAI Website**

| Informasi / Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Tentang Kami, memuat: / About us, containing:</b></p> <ul style="list-style-type: none"> <li>a. Profil Perseroan / Company Profile</li> <li>• Sekilas KAI (Sejarah/Visi dan Misi/Logo dan Budaya Perusahaan/Penghargaan). / Overview of KAI (History/Vision and Mission/Logo and Corporate Culture/Awards)</li> <li>• Organisasi (Profil Komisaris &amp; Direksi/Anak Perusahaan dan Joint Venture/Struktur Organisasi). / Organization (Profiles of Commissioners &amp; Directors/ Subsidiaries and Joint Ventures/Organizational Structure)</li> <li>b. Kontak Kami / Contact Us</li> </ul> <p>Tautan / Link: <a href="https://www.kai.id/corporate/page/10">https://www.kai.id/corporate/page/10</a></p> |
| Publikasi / Publication                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Menampilkan siaran pers dan berita-berita dari KAI. / Displaying press releases and news from KAI.</p> <p>Tautan / Link: <a href="https://www.kai.id/corporate/page/12">https://www.kai.id/corporate/page/12</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Karir / Career                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Memuat Lowongan, Pengumuman, Job Profile, Panduan dan Registrasi. / Contains vacancies, announcements, job profiles, guides and registration.</p> <p>Tautan / Link: <a href="https://e-recruitment.kai.id">https://e-recruitment.kai.id</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lelang / Auction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>Menampilkan pengumuman lelang yang diadakan KAI. / Displaying the announcement of the auction held by KAI.</p> <p>Tautan / Link: <a href="https://eproc.kai.id/">https://eproc.kai.id/</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Keterbukaan Informasi Publik / Public Information Disclosure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Maklumat, Regulasi, Layanan Informasi Publik, Daftar Informasi Publik, Evaluasi &amp; Laporan. / Information, Regulations, Public Information Services, List of Public Information, Evaluation &amp; Reports.</p> <p>Tautan / Link: <a href="https://ppid.kai.id/">https://ppid.kai.id/</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                |
| Heritage / Heritage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Sejarah Perkeretaapian, Aset Bersejarah, Museum, Galeri, Referensi. / Railway History, Historical Assets, Museum, Gallery, References</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| TJSL / CSR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Tentang CSR, Kebijakan CSR, Ketentuan &amp; Persyaratan, Program CSR. / About CSR, CSR Policy, Terms &amp; Conditions, CSR Programs</p> <p>Tautan / Link: <a href="https://tjsl.kai.id/">https://tjsl.kai.id/</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Hubungan Investor / Investor Relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>Laporan perusahaan, informasi saham dan obligasi, dan RUPS. / Company reports, stock and bond information, and General Meetings of Shareholders (RUPS).</p> <p>Tautan / Link: <a href="https://www.kai.id/corporate/page/181">https://www.kai.id/corporate/page/181</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| GCG / GCG                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>Tentang GCG, Board Manual, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, LHKPN, dan Sistem Manajemen Anti Penyuapan. / About GCG, Board Manual, Code of Conduct, Gratification Control, Whistleblowing</p> <p>Tautan / Link: <a href="https://www.kai.id/corporate/gcg">https://www.kai.id/corporate/gcg</a></p>                                                                                                                                                                                                                                                                                                                                                                          |

# Penghargaan dan Sertifikasi

## Awards and Certifications

### PENGHARGAAN

### AWARD

| No | Penghargaan / Awards                                                                                                                                                                                                                                                                                                                                                                  | Tempat dan Tanggal / Place and Date                  | Event                                                                                                                             | Pemberi Penghargaan / Appreciator                                                                     |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| 1  | KAI Raih Penghargaan pada Anugerah ICONOMICS'20 Best Companies Transportation Category / KAI Won Award at ICONOMICS'20 Best Companies Transportation Category                                                                                                                                                                                                                         | Jakarta, 29 Januari 2024 / Jakarta, January 29, 2024 | Anugerah ICONOMICS'20                                                                                                             | ICONOMICS                                                                                             |
| 2  | Best Crisis Handling BUMN untuk KAI / Best Crisis Handling BUMN for KAI                                                                                                                                                                                                                                                                                                               | Jakarta, 8 Maret 2024 / Jakarta, March 8, 2024       | BCOMSS 2024                                                                                                                       | Kementerian BUMN / Ministry of State-Owned Enterprises                                                |
| 3  | Individual Social Media Ranger Activation untuk Nurul Wulandari / Individual Social Media Ranger Activation for Nurul Wulandari                                                                                                                                                                                                                                                       | Jakarta, 8 Maret 2024 / Jakarta, March 8, 2024       | BCOMSS 2024                                                                                                                       | Kementerian BUMN / Ministry of State-Owned Enterprises                                                |
| 4  | Terbaik I Inovasi Bisnis Perusahaan Terbaik / First Best in Best Corporate Business Innovation                                                                                                                                                                                                                                                                                        | Jakarta, 13 Maret 2024 / Jakarta, March 13, 2024     | Anugerah BUMN 2024                                                                                                                | Majalah BUMN TRACK bersama PPM Manajemen / BUMN TRACK Magazine with the Management Development Center |
| 5  | Terbaik II Strategi Pertumbuhan Perusahaan Terbaik / Second Best in Best Corporate Growth Strategy                                                                                                                                                                                                                                                                                    | Jakarta, 13 Maret 2024 / Jakarta, March 13, 2024     | Anugerah BUMN 2024                                                                                                                | Majalah BUMN TRACK bersama PPM Manajemen / BUMN TRACK Magazine with the Management Development Center |
| 6  | Apresiasi Kepada KAI dalam Mendukung TVRI Jawa Barat menjalankan tugas dan fungsi sebagai Lembaga Penyiaran Publik / Appreciation to KAI in Supporting West Java TVRI in carrying out its duties and functions as a Public Broadcasting Institution                                                                                                                                   | Bandung, 27 April 2024 / Bandung, April 27, 2024     | Semarak 37 Tahun TVRI Jawa Barat / Lively 37 Years of TVRI West Java                                                              | TVRI Jawa Barat / TVRI West Java                                                                      |
| 7  | Indonesia Best TJSL in Transportation Sector 2024                                                                                                                                                                                                                                                                                                                                     | Jakarta, 7 Mei 2024 / Jakarta, May 7, 2024           | 6 <sup>th</sup> Indonesia CSR Awards 2024                                                                                         | The Economics                                                                                         |
| 8  | "Silver Champion" BUMN The Most Promising Company In Strategic Marketing                                                                                                                                                                                                                                                                                                              | Jakarta, 16 Mei 2024 / Jakarta, May 16, 2024         | Jakarta Marketing Week                                                                                                            | BUMN Entrepreneurial Marketing Award 2024                                                             |
| 9  | "Gold Champion" The Most Promising Company In Tactical Marketing                                                                                                                                                                                                                                                                                                                      | Jakarta, 16 Mei 2024 / Jakarta, May 16, 2024         | Jakarta Marketing Week                                                                                                            | BUMN Entrepreneurial Marketing Award 2024                                                             |
| 10 | Direktur SDM dan Umum dinobatkan Sebagai Dewi BUMN 2024 (Apresiasi kepada direksi Perempuan di perusahaan BUMN yang banyak berperan dalam proses transformasi BUMN) / Managing Director of Human Capital and General Affairs was named as the 2024 BUMN Goddess (Appreciation for female directors in BUMN companies who have played a major role in the BUMN transformation process) | Jakarta, 16 Mei 2024 / Jakarta, May 16, 2024         | BUMN Entrepreneurial Marketing Award 2024                                                                                         | Jakarta Marketing Week                                                                                |
| 11 | BUMN Peduli Lansia / BUMN Cares for the Elderly                                                                                                                                                                                                                                                                                                                                       | Surabaya, 29 Mei 2022 / Surabaya, May 29, 2022       | Peringatan Hari Lanjut Usia Nasional Tingkat Provinsi Jawa Timur / National Elderly Day Commemoration at East Java Province Level | Provinsi Jawa Timur / East Java Province                                                              |
| 12 | The Best Leadership in Human Capital Development - Rosma Handayani                                                                                                                                                                                                                                                                                                                    | Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024    | Human Capital on Resilience Award                                                                                                 | First Indonesia Magazine                                                                              |
| 13 | The Best CEO Committed HC of The Year 2024 - Didiek Hartantyo                                                                                                                                                                                                                                                                                                                         | Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024    | Human Capital on Resilience Award                                                                                                 | First Indonesia Magazine                                                                              |
| 14 | The Most Resilience Company 2024                                                                                                                                                                                                                                                                                                                                                      | Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024    | Human Capital on Resilience Award                                                                                                 | First Indonesia Magazine                                                                              |
| 15 | The Best Business Transformation                                                                                                                                                                                                                                                                                                                                                      | Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024    | Human Capital on Resilience Excellence Award                                                                                      | First Indonesia Magazine                                                                              |
| 16 | The Best Bussiness Transform Management and Communication Strategy                                                                                                                                                                                                                                                                                                                    | Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024    | Human Capital on Resilience Award                                                                                                 | First Indonesia Magazine                                                                              |
| 17 | The Best Career Development Program                                                                                                                                                                                                                                                                                                                                                   | Jakarta, 1 Agustus 2024 / Jakarta, August 1, 2024    | Human Capital on Resilience Excellence Award                                                                                      | First Indonesia Magazine                                                                              |
| 18 | Best Social Impact and Human Rights                                                                                                                                                                                                                                                                                                                                                   | Jakarta, 8 Agustus 2024 / Jakarta, August 8, 2024    | ESG Initiative Awards (EIA) 2024                                                                                                  | Business Update                                                                                       |

## Penghargaan dan Sertifikasi

### Awards and Certifications

| No | Penghargaan / Awards                                                                                                                                                                                                                                                                                                                                                                      | Tempat dan Tanggal / Place and Date                      | Event                                                                                   | Pemberi Penghargaan / Appreciator                    |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------|
| 19 | Best Regulatory and Policy Advocacy                                                                                                                                                                                                                                                                                                                                                       | Jakarta, 8 Agustus 2024 / Jakarta, August 8, 2024        | ESG Initiative Awards (EIA) 2024                                                        | Business Update                                      |
| 20 | Best CEO of ESG Initiatives & Commitment in Sustainable Public Transport - Didiek Hartantyo                                                                                                                                                                                                                                                                                               | Jakarta, 8 Agustus 2024 / Jakarta, August 8, 2024        | ESG Initiative Awards (EIA) 2024                                                        | Business Update                                      |
| 21 | Indonesia Popular Corporate Reputation Awards 2024 in Transportation Category                                                                                                                                                                                                                                                                                                             | Jakarta, 9 Agustus 2024 / Jakarta, August 9, 2024        | 5th Corporate Reputation Awards 2024 & 5th PR Person Awards 2024                        | The Iconomics                                        |
| 22 | Rosma Handayani Direktur SDM dan Umum Meraih Penghargaan Women Empower Women Award 2024 sebagai The Best Performance Bidang Bisnis Jasa Transportasi Perusahaan BUMN / Rosma Handayani, Managing Director of Human Capital and General Affairs, Won the Women Empower Women Award 2024 as the Best Performance in the Transportation Services Business Sector of a State-Owned Enterprise | Jakarta, 23 Agustus 2023 / Jakarta, August 23, 2024      | Women Empower Women Award 2024                                                          | Majalah Kebaya Indonesia / Kebaya Indonesia Magazine |
| 23 | KAI sebagai The Best Safety Management in BUMN Company / KAI as The Best Safety Management in BUMN Company                                                                                                                                                                                                                                                                                | Bali, 23 Agustus 2024 / Bali, August 23, 2024            | Safety Excellent Award 2024                                                             | First Indonesia Magazine                             |
| 24 | KAI sebagai The Best Safety Program / KAI as The Best Safety Program                                                                                                                                                                                                                                                                                                                      | Bali, 23 Agustus 2024 / Bali, August 23, 2024            | Safety Excellent Award 2024                                                             | First Indonesia Magazine                             |
| 25 | KAI sebagai The Most Safety Culture / KAI as The Most Safety Culture                                                                                                                                                                                                                                                                                                                      | Bali, 23 Agustus 2024 / Bali, August 23, 2024            | Safety Excellent Award 2024                                                             | First Indonesia Magazine                             |
| 26 | KAI sebagai The Best Leadership on OSH Culture / KAI as The Best Leadership on OSH Culture                                                                                                                                                                                                                                                                                                | Bali, 23 Agustus 2024 / Bali, August 23, 2024            | Safety Excellent Award 2024                                                             | First Indonesia Magazine                             |
| 27 | The Best GRC for Corporate Governance & Compliance 2024 (Transportation Industries)                                                                                                                                                                                                                                                                                                       | Jakarta, 30 Agustus 2024 / Jakarta, August 30, 2024      | Ajang GRC & Performance Excellence Award 2024 / GRC & Performance Excellence Award 2024 | BusinessNews                                         |
| 28 | Direktur Utama KAI Didiek Hartantyo sebagai The Best Chief Executive Officer 2024 (Transportation Industries) / KAI President Director Didiek Hartantyo as The Best Chief Executive Officer 2024 (Transportation Industries)                                                                                                                                                              | Jakarta, 30 Agustus 2024 / Jakarta, August 30, 2024      | Ajang GRC & Performance Excellence Award 2024 / GRC & Performance Excellence Award 2024 | BusinessNews                                         |
| 29 | Salusra Wijaya Direktur Keuangan dan Manajemen Risiko sebagai The Best Chief Risk Management Officer 2024 (Transportation Industries) / Salusra Wijaya, Managing Director of Finance and Risk Management, as The Best Chief Risk Management Officer 2024 (Transportation Industries)                                                                                                      | Jakarta, 30 Agustus 2024 / Jakarta, August 30, 2024      | Ajang GRC & Performance Excellence Award 2024 / GRC & Performance Excellence Award 2024 | BusinessNews                                         |
| 30 | KAI sebagai Indonesia's Biggest Companies untuk Logistic & Transportation / KAI as Indonesia's Biggest Companies for Logistic & Transportation                                                                                                                                                                                                                                            | Jakarta, 6 September 2024 / Jakarta, September 6, 2024   | Fortune Indonesia 100                                                                   | Fortune Indonesia                                    |
| 31 | KAI Platinum Kategori The Best Digital Media / KAI Platinum Category in The Best Digital Media                                                                                                                                                                                                                                                                                            | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |
| 32 | KAI Platinum Kategori The Best Customer Experience / KAI Platinum Category in The Best Customer Experience                                                                                                                                                                                                                                                                                | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |
| 33 | Mahdi Musthaffa Platinum Kategori The Best Team Leader Digital / Mahdi Musthaffa Platinum Category in The Best Team Leader Digital                                                                                                                                                                                                                                                        | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |
| 34 | Feby Pratama Platinum Kategori The Best Team Leader Customer / Feby Pratama Platinum Category in The Best Team Leader Customer                                                                                                                                                                                                                                                            | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |
| 35 | Dyah Ayu Pitaloka Platinum Kategori The Best Supervisor / Dyah Ayu Pitaloka Platinum Category in The Best Supervisor                                                                                                                                                                                                                                                                      | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |
| 36 | KAI Platinum Kategori The Best Business Contribution / KAI Platinum Category in The Best Business Contribution                                                                                                                                                                                                                                                                            | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |
| 37 | Reinzie Ratu Pangesthy Peraih Platinum Kategori The Best Agent Inbound / Reinzie Ratu Pangesthy Platinum Winner Category in The Best Agent Inbound                                                                                                                                                                                                                                        | Jakarta, 11 September 2024 / Jakarta, September 11, 2024 | The Best Contact Center Indonesia 2024                                                  | Indonesia Contact Center Association (ICCA)          |



## Penghargaan dan Sertifikasi

### Awards and Certifications

| No | Penghargaan / Awards                                                                                                                                                                                                                                                                                                                        | Tempat dan Tanggal / Place and Date                                             | Event                                                       | Pemberi Penghargaan / Appreciator                                                                                                                                                                                   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 38 | Kristaga Adha Platinum Kategori The Best Customer Service / Kristaga Adha Platinum Category in The Best Customer Service                                                                                                                                                                                                                    | Jakarta, 11 September 2024 / Jakarta, September 11, 2024                        | The Best Contact Center Indonesia 2024                      | Indonesia Contact Center Association (ICCA)                                                                                                                                                                         |
| 39 | Excellent Category - Smart Resor Team Daop 9 Jember / Excellent Category - Smart Resort Team Operation Area 9 Jember                                                                                                                                                                                                                        | Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024 | International Quality & Productivity Convention (IQPC) 2024 | Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA) |
| 40 | Excellent Category - Ticno Remote Team Daop 8 Surabaya / Excellent Category - Ticno Remote Team Operation Area 8 Surabaya                                                                                                                                                                                                                   | Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024 | International Quality & Productivity Convention (IQPC) 2024 | Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA) |
| 41 | Excellent Category - 3 Logic Team Divre III Palembang / Excellent Category - 3 Logic Team Regional Division III Palembang                                                                                                                                                                                                                   | Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024 | International Quality & Productivity Convention (IQPC) 2024 | Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA) |
| 42 | Excellent Category - Refurmas Team Daop 2 Bandung / Excellent Category - Refurmas Team Operation Area 2 Bandung                                                                                                                                                                                                                             | Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024 | International Quality & Productivity Convention (IQPC) 2024 | Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA) |
| 43 | Excellent Category - Dencow Tools Daop 6 Yogyakarta / Excellent Category - Dencow Tools Operation Area 6 Yogyakarta                                                                                                                                                                                                                         | Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024 | International Quality & Productivity Convention (IQPC) 2024 | Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA) |
| 44 | Excellent Category - Digimen Team Kantor Pusat / Excellent Category - Digimen Team Head Office                                                                                                                                                                                                                                              | Manila - Filipina, 12 September 2024 / Manila - Philippines, September 12, 2024 | International Quality & Productivity Convention (IQPC) 2024 | Philippine Society for Quality (PSQ) dan Indonesia Quality & Productivity Management Association (IQPMA) / Philippine Society for Quality (PSQ) and Indonesia Quality & Productivity Management Association (IQPMA) |
| 45 | Direktur Utama KAI sebagai Tokoh Kolaboratif Transportasi Inklusif Terintegrasi Bidang Perkeretaapian / KAI President Director as a Collaborative Figure for Integrated Inclusive Transportation in the Railway Sector                                                                                                                      | Jakarta, 19 September 2024 / Jakarta, September 19, 2024                        | DTKJ Awards 2024                                            | Dewan Transportasi Kota Jakarta / Jakarta Transportation Council                                                                                                                                                    |
| 46 | Penghargaan Khusus Operator Penyedia Sarana dan Prasarana Terbaik untuk Transportasi Antarkota / Special Award for the Best Operator of Facilities and Infrastructure for Intercity Transportation                                                                                                                                          | Jakarta, 19 September 2024 / Jakarta, September 19, 2024                        | DTKJ Awards 2024                                            | Dewan Transportasi Kota Jakarta / Jakarta Transportation Council                                                                                                                                                    |
| 47 | LRT Jabodebek Juara 3 kategori Operator Terbaik Penyedia Sarana dan Prasarana Transportasi Ramah Disabilitas, Lansia, Ibu Hamil dan Anak / Jabodebek LRT Won 3 <sup>rd</sup> Place in the category of Best Operator of Facilities and Infrastructure for Transportation Friendly to Disabilities, the Elderly, Pregnant Women, and Children | Jakarta, 19 September 2024 / Jakarta, September 19, 2024                        | DTKJ Awards 2024                                            | Dewan Transportasi Kota Jakarta / Jakarta Transportation Council                                                                                                                                                    |
| 48 | LRT Jabodebek Juara 3 kategori Operator dengan Kelembagaan Terakomodatif dalam Pelayanan Disabilitas / Jabodebek LRT Won 3 <sup>rd</sup> Place in the category of Operator with the Most Accommodating Institution in Disability Services                                                                                                   | Jakarta, 19 September 2024 / Jakarta, September 19, 2024                        | DTKJ Awards 2024                                            | Dewan Transportasi Kota Jakarta / Jakarta Transportation Council                                                                                                                                                    |
| 49 | Penghargaan Kecelakaan Nihil Divre II Sumatera Barat / Zero Accident Award Regional Division II West Sumatera                                                                                                                                                                                                                               | Padang, 23 September 2024 / Padang, September 23, 2024                          | Zero Accident Award                                         | Kementerian Ketenagakerjaan / Ministry of Manpower                                                                                                                                                                  |
| 50 | Pelopop "Membangun Ruang Aman dari Kekerasan" / Pioneer of "Building Safe Spaces from Violence"                                                                                                                                                                                                                                             | Jakarta, 16 Oktober 2024 / Jakarta, October 16, 2024                            | Satu Suara Wujudkan Cita-Cita / One Voice to Realize Ideals | Komisi Nasional Anti-Kekerasan terhadap Perempuan / National Commission on Violence against Women                                                                                                                   |

## Penghargaan dan Sertifikasi

### Awards and Certifications

| No | Penghargaan / Awards                                                                                                                                                                                                                                                   | Tempat dan Tanggal / Place and Date                            | Event                                                                                                                 | Pemberi Penghargaan / Appreciator                                                                                                                                                                                                       |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 51 | KAI 121 mendapatkan Silver untuk kategori Customer Experience / KAI 121 received Silver in the Customer Experience category                                                                                                                                            | Singapura, 23-25 Oktober 2024 / Singapore, October 23-25, 2024 | Contact Center Asia Pacific (CC APAC) Awards 2024                                                                     | Contact Center Association of Singapore                                                                                                                                                                                                 |
| 52 | Penghargaan Quality Leadership Award diberikan kepada Direktur Utama KAI Didiek Hartantyo / Quality Leadership Award was given to KAI President Director Didiek Hartantyo                                                                                              | Bandung, 22-24 Oktober 2024 / Bandung, October 22-24, 2024     | Indonesia Quality Excellence Festival                                                                                 | Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI) bekerjasama dengan Wahana Kendali Mutu (WKM) / Indonesia Quality and Productivity Management Association (IQPMA) in collaboration with Wahana Kendali Mutu (WKM)            |
| 53 | Peringkat Galaxy untuk kategori Innovation Management Award / Galaxy Rank for the Innovation Management Award category                                                                                                                                                 | Bandung, 22-24 Oktober 2024 / Bandung, October 22-24, 2024     | Indonesia Quality Excellence Festival                                                                                 | Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI) bekerjasama dengan Wahana Kendali Mutu (WKM) / Indonesia Quality and Productivity Management Association (IQPMA) in collaboration with Wahana Kendali Mutu (WKM)            |
| 54 | Peringkat Gold untuk kategori Quality Excellence Exhibition / Gold Rank for the Quality Excellence Exhibition category                                                                                                                                                 | Bandung, 22-24 Oktober 2024 / Bandung, October 22-24, 2024     | Indonesia Quality Excellence Festival                                                                                 | Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI) bekerjasama dengan Wahana Kendali Mutu (WKM) / Indonesia Quality and Productivity Management Association (IQPMA) in collaboration with Wahana Kendali Mutu (WKM)            |
| 55 | KAI Raih Penghargaan Indonesia Most Reputable Companies 2024 / KAI Won Indonesia Most Reputable Companies 2024 Award                                                                                                                                                   | Jakarta, 19 November 2024 / Jakarta, November 19, 2024         | Conference & Awarding                                                                                                 | Majalah SWA / SWA Magazine                                                                                                                                                                                                              |
| 56 | Predikat Best Presentation atas nama Aep Saepudin Daop 2 Bandung / The Best Presentation predicate was awarded on behalf of Aep Saepudin in Operation Area 2 Bandung                                                                                                   | Denpasar, 6 Desember 2024 / Denpasar, December 6, 2024         | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2024 / XXVIII National Quality & Productivity Work Meeting 2024 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 57 | Predikat Gold atas nama Riefky Ramdhan Pratama Ajie, Yusuf Ardian Nugraha Balai Yasa Yogyakarta / The Gold predicate was awarded on behalf of Riefky Ramdhan Pratama Ajie, and Yusuf Ardian Nugraha in Yogyakarta Railway Workshop                                     | Denpasar, 6 Desember 2025 / Denpasar, December 6, 2025         | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2025 / XXVIII National Quality & Productivity Work Meeting 2025 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 58 | Predikat Gold atas nama M. Arif Akbar Putra Alta, Rachmat Nurhidayat, Bagas Iqbal Ramadhan Divre III Palembang / The Gold predicate was awarded on behalf of M. Arif Akbar Putra Alta, Rachmat Nurhidayat, and Bagas Iqbal Ramadhan in Regional Division III Palembang | Denpasar, 6 Desember 2026 / Denpasar, December 6, 2026         | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2026 / XXVIII National Quality & Productivity Work Meeting 2026 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 59 | Predikat Gold atas nama Riza Bahtiar Muklasin, Aris Afandhi Daop 5 Purwokerto / The Gold predicate was awarded on behalf of Riza Bahtiar Muklasin and Aris Afandhi in Operation Area 5 Purwokerto                                                                      | Denpasar, 6 Desember 2027 / Denpasar, December 6, 2027         | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2027 / XXVIII National Quality & Productivity Work Meeting 2027 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 60 | Predikat Platinum atas nama Sunu Eko Priantoro, Rachmad Setiyawan Balai Yasa Yogyakarta / The Platinum predicate was awarded on behalf of Sunu Eko Priantoro and Rachmad Setiyawan in Yogyakarta Railway Workshop                                                      | Denpasar, 6 Desember 2028 / Denpasar, December 6, 2028         | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2028 / XXVIII National Quality & Productivity Work Meeting 2028 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 61 | Predikat Platinum atas nama Sunu Eko Priantoro, Rachmad Setiyawan Balai Yasa Surabaya Gubeng / The Platinum predicate was awarded on behalf of Sunu Eko Priantoro and Rachmad Setiyawan in Surabaya Gubeng Railway Workshop                                            | Denpasar, 6 Desember 2029 / Denpasar, December 6, 2029         | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2029 / XXVIII National Quality & Productivity Work Meeting 2029 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |

## Penghargaan dan Sertifikasi

### Awards and Certifications

| No | Penghargaan / Awards                                                                                                                                                                                                                    | Tempat dan Tanggal / Place and Date                    | Event                                                                                                                 | Pemberi Penghargaan / Appreciator                                                                                                                                                                                                       |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 62 | Predikat Platinum atas nama Eko Fernando, Ahmad Irawan Divre III Palembang / The Platinum predicate was awarded on behalf of Eko Fernando and Ahmad Irawan in Regional Division III Palembang                                           | Denpasar, 6 Desember 2030 / Denpasar, December 6, 2030 | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2030 / XXVIII National Quality & Productivity Work Meeting 2030 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 63 | Predikat Platinum atas nama Aep Saepudin Daop 2 Bandung / The Platinum predicate was awarded on behalf of Aep Saepudin in Operation Area 2 Bandung                                                                                      | Denpasar, 6 Desember 2031 / Denpasar, December 6, 2031 | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2031 / XXVIII National Quality & Productivity Work Meeting 2031 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 64 | Predikat Platinum atas nama Ahmad Kadafi, Rahmat Hidayat, Andre Bhaskara Kantor Pusat / The Platinum Predicate was awarded on behalf of Ahmad Kadafi, Rahmat Hidayat, abd Andre Bhaskara in Head Office                                 | Denpasar, 6 Desember 2032 / Denpasar, December 6, 2032 | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2032 / XXVIII National Quality & Productivity Work Meeting 2032 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 65 | Predikat Diamond atas nama Ageng Trisno Sugita, Boy Sandi, Aldio Lexsmana Divre III Palembang / The Diamond Predicate was awarded on behalf of Ageng Trisno Sugita, Boy Sandi, and Aldio Lexsmana in Regional Division III Palembang    | Denpasar, 6 Desember 2033 / Denpasar, December 6, 2033 | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2033 / XXVIII National Quality & Productivity Work Meeting 2033 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 66 | Predikat Diamond atas nama Ahmad Kadafi, Firhany Ardia Nugraha, Muhammad Rizqullah Akbar Kantor Pusat / The Diamond Predicate was awarded on behalf of Ahmad Kadafi, Firhany Ardia Nugraha, and Muhammad Rizqullah Akbar in Head Office | Denpasar, 6 Desember 2033 / Denpasar, December 6, 2034 | Temu Karya Mutu & Produktivitas Nasional XXVIII Tahun 2034 / XXVIII National Quality & Productivity Work Meeting 2034 | PT Wahana Kendali Mutu (PT WKM) bekerja sama dengan Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI) / PT Wahana Kendali Mutu (PT WKM) in collaboration with Indonesia Quality and Productivity Management Association (IQPMA) |
| 67 | Direktur Utama KAI sebagai Best of The Best Marketeer of The Year 2024 / KAI President Director as Best of The Best Marketeer of The Year 2024                                                                                          | Jakarta, 5 Desember 2024 / Jakarta, December 5, 2024   | The Annual 19 <sup>th</sup> Markplus Conference 2024                                                                  | Marketeer of The Year 2024                                                                                                                                                                                                              |
| 68 | Direktur Utama sebagai The Best Industry Marketing Champion Transportation Sector 2024 / President Director as The Best Industry Marketing Champion Transportation Sector 2024                                                          | Jakarta, 5 Desember 2025 / Jakarta, December 5, 2024   | The Annual 19 <sup>th</sup> Markplus Conference 2025                                                                  | Marketeer of The Year 2025                                                                                                                                                                                                              |
| 69 | KAI Divre IV Tanjung Karang sebagai Badan Publik Informatif pada kategori BUMN / KAI Regional Division IV Tanjung Karang as Informative Public Agency in the BUMN category                                                              | Lampung, 4 Desember 2024 / Lampung, December 4, 2024   | Penganugerahan Keterbukaan Informasi Badan Publik Tahun 2024 / Public Agency Information Transparency Award 2024      | Komisi Informasi Provinsi Lampung / Lampung Province Information Commission                                                                                                                                                             |
| 70 | Kompleks Kantor KAI sebagai Cagar Budaya Kota Bandung 2024 / KAI Office Complex as Bandung City Cultural Heritage 2024                                                                                                                  | Bandung, 9 Desember 2024 / Bandung, December 9, 2024   | Apresiasi Cagar Budaya Kota Bandung 2024 / Bandung City Cultural Heritage Appreciation 2024                           | Dinas Kebudayaan dan Pariwisata Kota Bandung / Bandung City Culture and Tourism Office                                                                                                                                                  |
| 71 | KAI menerima penghargaan Indeks Integritas Bisnis Lestari 2024 kategori Sapphire -3 / KAI received the 2024 Sustainable Business Integrity Index award in the Sapphire -3 category                                                      | Jakarta, 10 Desember 2024 / Jakarta, December 10, 2024 | Indeks Integritas Bisnis Lestari 2024 / Sustainable Business Integrity Index 2024                                     | Tempo Data Science                                                                                                                                                                                                                      |
| 72 | KAI Meraih Penghargaan sebagai Badan Publik Informatif Kategori BUMN / KAI Won Award as Informative Public Agency in the BUMN Category                                                                                                  | Jakarta, 17 Desember 2024 / Jakarta, December 17, 2024 | Anugerah Keterbukaan Informasi Publik 2024 / Public Information Transparency Award 2024                               | Komisi Informasi Pusat Republik Indonesia / Central Information Commission of the Republic of Indonesia                                                                                                                                 |

## Penghargaan dan Sertifikasi Awards and Certifications

### SERTIFIKASI

### CERTIFICATIONS

| No                                             | Sertifikasi / Certification | Unit / Unit                                                   | Dikeluarkan Oleh / Issued By                                                       | Masa Berlaku / Validity Period                                                  |
|------------------------------------------------|-----------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <b>Kantor Pusat / Head Office</b>              |                             |                                                               |                                                                                    |                                                                                 |
| 1                                              | ISO 37001:2016              | Quality Assurance & GCG (USQ)                                 | PT TUV NORD Indonesia                                                              | 5 September 2022 - 4 September 2025 / September 5, 2022 - September 4, 2025     |
| 2                                              | ISO 37001:2016              | Kantor Pusat Bandung / Bandung Head Office                    | PT TUV NORD Indonesia                                                              | 5 September 2022 - 4 September 2025 / September 5, 2022 - September 4, 2025     |
| 3                                              | ISO 30301                   | Corporate Document Management (USD)                           | PT TUV NORD Indonesia                                                              | 11 April 2022 - 11 April 2025 / April 11, 2022 - April 11, 2025                 |
| 4                                              | ISO 9001:2015               | Corporate Document Management (USD)                           | PT SAI Global                                                                      | 17 Juli 2023 - 21 Juni 2026 / July 17, 2023 - June 21, 2026                     |
| 5                                              | ISO 9001:2015               | Contact Center 121                                            | PT SAI Global                                                                      | 31 Mei 2024 - 10 Juni 2027 / May 31, 2024 - June 10, 2024                       |
| 6                                              | ISO 9001:2015               | Training Education Center (MT)                                | PT Bureau Veritas Indonesia                                                        | 07 Juli 2021 - 07 Juli 2024 / July 07, 2021 - July 07, 2024                     |
| <b>Balai Yasa Sarana / Facilities Workshop</b> |                             |                                                               |                                                                                    |                                                                                 |
| 1                                              | ISO 27001:2013              | Balai Yasa Manggarai / Manggarai Railway Workshop             | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                         |
| 2                                              | ISO 27001:2013              | Balai Yasa Tegal / Tegal Railway Workshop                     | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                         |
| 3                                              | ISO 27001:2013              | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop           | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                         |
| 4                                              | ISO 27001:2013              | Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                         |
| 5                                              | ISO 27001:2013              | Balai Yasa Lahat / Lahat Railway Workshop                     | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                         |
| 6                                              | ISO 27001:2013              | Balai Yasa Pulubrayan / Pulubrayan Railway Workshop           | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                         |
| 7                                              | ISO 9001:2015               | Balai Yasa Manggarai / Manggarai Railway Workshop             | PT Intertek SAI Global                                                             | 6 April 2023 - 26 April 2026 / April 6, 2023 - April 26, 2023                   |
| 8                                              | ISO 9001:2015               | Balai Yasa Tegal / Tegal Railway Workshop                     | PT Intertek SAI Global                                                             | 11 April 2023 - 23 Mei 2026 / April 11, 2023 - May 23, 2026                     |
| 9                                              | ISO 9001:2015               | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop           | PT Intertek SAI Global                                                             | 7 April 2023 - 21 Mei 2026 / April 7, 2023 - May 21, 2026                       |
| 10                                             | ISO 9001:2015               | Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | PT Intertek SAI Global                                                             | 11 April 2023 - 23 Mei 2026 / April 11, 2023 - May 23, 2026                     |
| 11                                             | ISO 9001:2015               | Balai Yasa Lahat / Lahat Railway Workshop                     | PT Intertek SAI Global                                                             | 6 April 2023 - 26 April 2026 / April 6, 2023 - April 26, 2026                   |
| 12                                             | ISO 9001:2015               | Balai Yasa Pulubrayan / Pulubrayan Railway Workshop           | PT Intertek SAI Global                                                             | 27 April 2023 - 28 Mei 2026 / April 27, 2023 - May 28, 2026                     |
| 13                                             | ISO 37001:2016              | Balai Yasa Manggarai / Manggarai Railway Workshop             | PT TUV NORD Indonesia                                                              | 7 September 2022 - 6 September 2025 / September 7, 2022 - September 6, 2025     |
| 14                                             | SMK3                        | Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | Kementerian Ketenagakerjaan RI / Ministry of Manpower of the Republic of Indonesia | 17 September 2020 - 16 September 2023 / September 17, 2020 - September 16, 2023 |



## Penghargaan dan Sertifikasi

### Awards and Certifications

| No                                                    | Sertifikasi / Certification | Unit / Unit                                                                        | Dikeluarkan Oleh / Issued By                                                       | Masa Berlaku / Validity Period                                                  |
|-------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 15                                                    | SMK3                        | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop                                | Kementerian Ketenagakerjaan RI / Ministry of Manpower of the Republic of Indonesia | 17 September 2020 -16 September 2023 / September 17, 2020 – September 16, 2023  |
| 16                                                    | SMK3                        | Balai Yasa Tegal / Tegal Railway Workshop                                          | Kementerian Ketenagakerjaan RI / Ministry of Manpower of the Republic of Indonesia | 17 September 2020 -16 September 2023/ September 17, 2020 – September 16, 2023   |
| 17                                                    | ISO 14001:2016              | Balai Yasa Tegal / Tegal Railway Workshop                                          | PT Sucofindo (Persero)                                                             | 18 Desember 2023 - 17 Desember 2026 / December 18, 2023 – December 17, 2026     |
| 18                                                    | ISO 14001:2016              | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop                                | PT Sucofindo (Persero)                                                             | 18 Desember 2023 - 17 Desember 2026 / December 18, 2023 – December 17, 2026     |
| 19                                                    | ISO 45001:2018              | Balai Yasa Manggarai / Manggarai Railway Workshop                                  | Management Systems Assessment (MSA)                                                | 31 Maret 2023 - 31 Maret 2026 / March 31, 2023 – March 31, 2026                 |
| 20                                                    | ISO 45001:2018              | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop                                | PT Sucofindo (Persero)                                                             | 22 September 2023 - 21 September 2026 / September 22, 2023 – September 21, 2026 |
| <b>Balai Yasa Prasarana / Infrastructure Workshop</b> |                             |                                                                                    |                                                                                    |                                                                                 |
| 1                                                     | ISO 9001:2015               | Balai Yasa Mekanik Cirebon Prujakan / Cirebon Prujakan Mechanical Workshop         | PT TUV NORD Indonesia                                                              | 13 Januari 2023 - 22 Desember 2025 / January 13, 2023 – December 22, 2025       |
| 2                                                     | ISO 9001:2015               | Balai Yasa Jembatan Kiaracondong / Kiaracondong Railway Bridge Workshop            | PT TUV NORD Indonesia                                                              | 13 Januari 2023 - 30 Desember 2025 / January 13, 2023 – December 30, 2025       |
| 3                                                     | ISO 14001:2015              | Balai Yasa Mekanik Cirebon Prujakan / Cirebon Prujakan Mechanical Railway Workshop | PT Sucofindo (Persero)                                                             | 30 November 2022 - 5 November 2025 / November 30, 2022 – November 5, 2025       |
| <b>DAOP/DIVRE / OPERATION AREA/REGIONAL DIVISION</b>  |                             |                                                                                    |                                                                                    |                                                                                 |
| 1                                                     | ISO 27001:2013              | Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta                                | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 2                                                     | ISO 27001:2013              | Daerah Operasi 2 Bandung / Operation Area 2 Bandung                                | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 3                                                     | ISO 27001:2013              | Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon                                | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 4                                                     | ISO 27001:2013              | Daerah Operasi 4 Semarang / Operation Area 4 Semarang                              | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 5                                                     | ISO 27001:2013              | Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto                          | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 6                                                     | ISO 27001:2013              | Daerah Operasi 6 Yogyakarta / Operation Area 6, Yogyakarta                         | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 7                                                     | ISO 27001:2013              | Daerah Operasi 7 Madiun / Operation Area 7 Madiun                                  | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 8                                                     | ISO 27001:2013              | Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya                              | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 9                                                     | ISO 27001:2013              | Daerah Operasi 9 Jember / Operation Area 9 Jember                                  | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 10                                                    | ISO 27001:2013              | Divisi Regional I Sumatera Utara / Regional Division I North Sumatra               | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 11                                                    | ISO 27001:2013              | Divisi Regional II Sumatera Barat / Regional Division II West Sumatra              | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |
| 12                                                    | ISO 27001:2013              | Divisi Regional III Sumatera Selatan / Regional Division III South Sumatra         | CBQA Global                                                                        | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 – May 16, 2025                         |

## Penghargaan dan Sertifikasi

### Awards and Certifications

| No | Sertifikasi / Certification | Unit / Unit                                                                | Dikeluarkan Oleh / Issued By | Masa Berlaku / Validity Period                                              |
|----|-----------------------------|----------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------|
| 13 | ISO 27001:2013              | Divisi Regional IV Tanjung Karang / Regional Division IV Tanjung Karang    | CBQA Global                  | 17 Mei 2022 - 16 Mei 2025 / May 17, 2022 - May 16, 2025                     |
| 14 | ISO 9001:2015               | Daerah Operasi 1 Jakarta / Operation Area 1 Jakarta                        | PT BureauVeritas Indonesia   | 18 Juli 2023 - 19 Januari 2026 / July 18, 2023 - January 19, 2026           |
| 15 | ISO 9001:2015               | Daerah Operasi 2 Bandung / Operation Area 2 Bandung                        | PT BureauVeritas Indonesia   | 20 Juli 2023 - 23 Januari 2026 / July 20, 2023 - January 23, 2026           |
| 16 | ISO 9001:2015               | Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon                        | PT BureauVeritas Indonesia   | 20 Juli 2023 - 23 Januari 2026 / July 20, 2023 - January 23, 2026           |
| 17 | ISO 9001:2015               | Daerah Operasi 4 Semarang / Operation Area 4 Semarang                      | PT BureauVeritas Indonesia   | 18 Juli 2023 - 19 Januari 2026 / July 18, 2023 - January 19, 2026           |
| 18 | ISO 9001:2015               | Daerah Operasi 5 Purwokerto / Operation Area 5 Purwokerto                  | PT BureauVeritas Indonesia   | 20 Juli 2023 - 23 Januari 2026 / July 20, 2023 - January 23, 2026           |
| 19 | ISO 9001:2015               | Daerah Operasi 6 Yogyakarta / Operation Area 6 Yogyakarta                  | PT BureauVeritas Indonesia   | 22 Juli 2023 - 23 Januari 2026 / July 22, 2023 - January 23, 2026           |
| 20 | ISO 9001:2015               | Daerah Operasi 7 Madiun / Operation Area 7 Madiun                          | PT BureauVeritas Indonesia   | 17 Juli 2023 - 18 Januari 2026 / July 17, 2023 - January 18, 2026           |
| 21 | ISO 9001:2015               | Daerah Operasi 8 Surabaya / Operation Area 8 Surabaya                      | PT BureauVeritas Indonesia   | 18 Juli 2023 - 19 Januari 2026 / July 18, 2023 - January 19, 2026           |
| 22 | ISO 9001:2015               | Daerah Operasi 9 Jember / Operation Area 9 Jember                          | PT BureauVeritas Indonesia   | 17 Juli 2023 - 18 Januari 2026 / July 17, 2023 - January 19, 2026           |
| 23 | ISO 9001:2015               | Divisi Regional I Sumatera Utara / Regional Division I North Sumara        | PT BureauVeritas Indonesia   | 22 Juli 2023 - 23 Januari 2026 / July 22, 2023 - January 23, 2026           |
| 24 | ISO 9001:2015               | Divisi Regional II Sumatera Barat / Regional Division II West Sumatra      | PT BureauVeritas Indonesia   | 11 Juli 2023 - 12 Januari 2026 / July 11, 2023 - January 12, 2026           |
| 25 | ISO 9001:2015               | Divisi Regional III Sumatera Selatan / Regional Division III South Sumatra | PT BureauVeritas Indonesia   | 22 Juli 2023 - 23 Januari 2026 / July 22, 2023 - January 23, 2026           |
| 26 | ISO 9001:2015               | Divisi Regional IV Tanjung Karang / Regional Division IV Tanjung Karang    | PT BureauVeritas Indonesia   | 17 Juli 2023 - 18 Januari 2026 / July 17, 2023 - January 18, 2026           |
| 27 | ISO 14001:2015              | Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon                        | PT BureauVeritas Indonesia   | 2 Desember 2022 - 1 Desember 2025 / December 2, 2022 - December 1, 2025     |
| 28 | ISO 37001:2016              | Daerah Operasi 3 Cirebon / Operation Area 3 Cirebon                        | PT TUV NORD Indonesia        | 7 September 2022 - 6 September 2025 / September 7, 2022 - September 6, 2025 |
| 29 | ISO 37001:2016              | Divisi Regional III Palembang / Regional Division III Palembang            | PT TUV NORD Indonesia        | 7 September 2022 - 6 September 2025 / September 7, 2022 - September 6, 2025 |



# Analisis dan Pembahasan Manajemen

Management Discussion and Analysis









# Analisis dan Pembahasan Manajemen

## Management Discussion and Analysis



### Tinjauan Perekonomian dan Industri

#### Economic and Industrial Review

Ekonomi global mengalami perlambatan secara signifikan di tahun 2024. Dana Moneter Internasional (IMF) menyampaikan perlambatan ekonomi global terjadi akibat adanya peningkatan inflasi dan penguatan dolar Amerika Serikat (AS). IMF mencatatkan pertumbuhan ekonomi dunia pada tahun 2024 sebesar 3,5%, sedikit meningkat dari tahun 2023 sebesar 3,2%. Meskipun mengalami peningkatan, nilai ini masih berada di bawah rata-rata pertumbuhan historis sebelum pandemi yang berkisar di angka 3,8% hingga 4%. Hal ini mencerminkan bahwa pemulihan ekonomi global masih menghadapi tantangan, seperti ketegangan geopolitik, suku bunga tinggi, serta ketidakpastian pasar keuangan.

Di awal tahun, ketegangan politik global diketahui masih tergolong tinggi akibat berlanjutnya konflik Rusia-Ukraina. Kondisi ini membuat dinamika geopolitik dunia cepat berubah dan berdampak pada perkembangan pasar global, dan diperkirakan akan terus berlanjut.

Berdasarkan data Bank Indonesia, pertumbuhan ekonomi global melambat berada di kisaran 3,2%. Pertumbuhan ekonomi sejumlah negara maju seperti AS juga mengalami perlambatan dari 2,9% pada tahun 2023 menjadi 2,8% di tahun 2024. Lebih lanjut, di kawasan Eropa kondisi ekonomi masih tergolong lemah dengan capaian angka di bawah historis yaitu 0,8%. Begitu pula dengan pertumbuhan ekonomi Jepang yang berkontraksi 0,1% setelah tumbuh 1,9% pada tahun 2023.

Berbeda dengan beberapa negara maju, ekonomi negara berkembang justru mengalami penguatan di sepanjang tahun 2024. Pertumbuhan ekonomi negara berkembang seperti Indonesia, Singapura, Malaysia, Thailand dan Filipina (ASEAN-5) menunjukkan pertumbuhan yang meningkat. Di tahun 2024, pertumbuhan ekonomi ASEAN-5 mengalami peningkatan dari 4,0% menjadi 4,8%.

The global economy experienced a significant slowdown in 2024. According to the International Monetary Fund (IMF), this slowdown was attributed to rising inflation and the strengthening of the United States (US) dollar. The IMF recorded world economic growth at 3.5% for 2024, a slight increase from 3.2% in 2023. However, this growth remained below the pre-pandemic average of 3.8% to 4%, indicating that the global economic recovery continued to face challenges, including geopolitical tensions, high interest rates, and uncertainty in financial markets.

At the beginning of the year, political tensions worldwide remained high due to the ongoing Russia-Ukraine conflict. This situation has caused rapid changes in global geopolitics, affecting market developments, and it is expected to persist.

Data from Bank Indonesia indicates that global economic growth has slowed to approximately 3.2%. The economic growth of several developed countries, including the US, has also declined, from 2.9% in 2023 to 2.8% in 2024. Economic conditions in the European region remain relatively weak, with growth figures below the historical level of 0.8%. Japan's economy contracted by 0.1% after growing by 1.9% in 2023.

In contrast, several developing countries have experienced economic strengthening throughout 2024. The economies of the ASEAN-5 countries, namely Indonesia, Singapore, Malaysia, Thailand, and the Philippines, showed increased growth, with the economic growth of the ASEAN-5 rising from 4.0% to 4.8% in 2024. According to Statistics Indonesia, Indonesia's economy grew by 5.03%, with

## Analisis dan Pembahasan Manajemen Management Discussion and Analysis



Menurut Badan Pusat Statistik, ekonomi Indonesia tumbuh sebesar 5,03% dengan capaian Produk Domestik Bruto (PDB) per kapita sebesar Rp78,6 juta atau USD4.960,3. Pertumbuhan ekonomi ini ditopang oleh adanya kenaikan investasi dan terjaganya konsumsi rumah tangga serta peningkatan belanja Pemerintah pada akhir tahun.

Lebih lanjut, pada Industri Transportasi dan Pergudangan berhasil mencatatkan pertumbuhan baik sebesar 8,6%. Hal ini menjadi menjadikan lapangan usaha dengan pertumbuhan tertinggi kedua setelah Jasa Lainnya sebesar 9,80%. Kemudian, terlihat adanya peningkatan pada volume penumpang di sepanjang tahun 2024 sebesar 17,81%, dari 388,78 juta orang menjadi 504,6 juta

a Gross Domestic Product (GDP) per capita of Rp78.6 million, or USD4,960.3. This growth was supported by increased investment, sustained household consumption, and a rise in government spending at the year's end.

Furthermore, the Transportation and Warehousing Industry recorded positive growth of 8.6%, making it the sector with the second highest growth rate after Other Services, which grew by 9.80%. In 2024, the passenger volume also saw an increase of 17.81%, rising from 388.78 million to 504.6 million people. Similarly, freight transportation experienced a volume increase of 9.42%,

orang. Begitu pula dengan angkutan barang yang mengalami peningkatan volume sebesar 9,42% menjadi 73,5 ton.

Dalam industri transportasi, perkeretaapian di tahun 2024 mengalami kondisi yang baik. Terlihat adanya peningkatan terhadap permintaan perjalanan domestik dan logistik barang di Indonesia. Kondisi ini memberikan peluang besar bagi KAI untuk dapat mengoptimalkan dan memanfaatkan perannya pada industri.

## Tinjauan Operasi

### *Operational Review*

Di tahun 2024, KAI berhasil mencatatkan pertumbuhan cemerlang. Capaian ini didorong oleh berbagai program strategis yang telah dijalankan secara konsisten, termasuk optimalisasi operasional, penguatan layanan, serta inovasi produk yang adaptif terhadap kebutuhan pasar. Strategi yang ditetapkan menjadi faktor penting dalam tercapainya target setiap segmen usaha. Lebih lanjut, di sepanjang tahun 2024, KAI terus meningkatkan layanan Kereta Cepat Jakarta Bandung (KCJB) *Whoosh* dan LRT Jabodebek yang merupakan Proyek Strategis Nasional amanat Pemerintah Indonesia.

Dalam menjalankan usahanya, KAI membagi kegiatan operasional ke dalam beberapa segmen usaha sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku di Indonesia (PSAK 5) tentang Segmen Operasi. Segmen usaha KAI terdiri dari Jasa Angkutan, Jasa Non-Angkutan, dan Konstruksi. Segmen usaha tersebut dibagi ke dalam beberapa segmen usaha turunan yang menjadi sumber pendapatan bagi Perseroan, yaitu angkutan penumpang, angkutan barang, serta pendukung angkutan kereta api, pendapatan non- angkutan, dan kompensasi Pemerintah yang terdiri dari *Public Service Obligation* (PSO), *Infrastructure Maintenance and Operation* (IMO), dan Perintis.

reaching 73.5 tons.

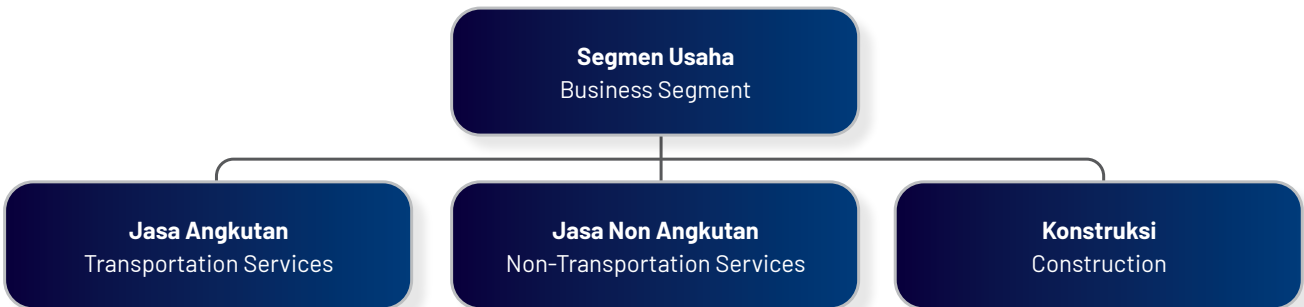
In the transportation sector, railways in 2024 encountered favorable conditions, demonstrated by an increase in demand for domestic travel and goods logistics in Indonesia. This situation presents significant opportunities for KAI to optimize and enhance its role within the industry.

In 2024, KAI achieved remarkable growth, driven by various strategic programs that were consistently implemented. These include operational optimization, service enhancement, and product innovations that align with market needs. The strategies established were crucial in meeting the targets across each business segment. Throughout 2024, KAI continued to enhance the services of the Jakarta-Bandung High-Speed Train (KCJB) *Whoosh* and the Jabodebek (Jakarta, Bogor, Depok, Bekasi) LRT, both of which are National Strategic Projects mandated by the Indonesian Government.

In conducting its business, KAI organizes its operational activities into various business segments, as stipulated by the applicable Financial Accounting Standards Statement (PSAK 5) in Indonesia. KAI's business segments include Transportation Services, Non-Transportation Services, and Construction. These segments further comprise several derivative business areas that generate income for the Company, including passenger transportation, freight transportation, railway transportation support, non-transportation income, and government compensation, which consists of Public Service Obligations (PSO), Infrastructure Maintenance and Operation (IMO), and Pioneers.

### Segmen usaha KAI

### KAI business segment



## Program Strategis KAI Tahun 2024

*KAI's Strategic Program in 2024*

KAI telah menetapkan sejumlah strategi guna mendukung peningkatan kinerja baik keuangan maupun operasional. Secara umum program strategis tersebut mencakup hal-hal sebagai berikut:

1. Pertumbuhan Pendapatan.
2. Optimalisasi Kinerja Operasional dan Keberlanjutan berdasarkan prinsip ESG.
3. Peningkatan Keselamatan Operasi.
4. Transformasi, Inovasi dan Digitalisasi yang Terintegrasi.
5. Komitmen dan kesepakatan bersama serta berkolaborasi menjalin kerja sama untuk mencapai kinerja terbaik.
6. Melaksanakan tertib dokumentasi mempersiapkan seluruh proses administrasi sesuai prosedur.
7. Fokus terhadap target pencapaian penyelesaian tepat waktu proyek investasi.
8. Menjalinkan komunikasi yang baik dan intens dengan seluruh pihak.
9. Menyusun Timeline Detail dan Mengajukan usulan tepat waktu.
10. Segera mengambil keputusan terhadap permasalahan yang terjadi.
11. Manajemen stakeholder, Melakukan koordinasi dan sinkronisasi dengan seluruh pihak.
12. Fleksibilitas, efektif dan efisien dalam bekerja.
13. Melakukan evaluasi dan membuka ruang diskusi dalam mencari solusi terhadap permasalahan yang terjadi serta mendorong percepatan dan selalu disiplin dalam melakukan eksekusi sesuai target waktu.
14. Membuat dan menyusun perencanaan pekerjaan secara detail, komprehensif dan berkelanjutan.

KAI has established several strategies to support performance, both financially and operationally. The key strategic programs for 2024 include:

1. Revenue Growth
2. Optimizing Operational Performance and Sustainability based on ESG principles
3. Improving Operational Safety
4. Integrated Transformation, Innovation, and Digitalization
5. Commitment and mutual agreement and collaborate to establish cooperation to achieve the best performance.
6. Implement orderly documentation to prepare all administrative processes according to procedures.
7. Focus on the target of achieving timely completion of investment projects.
8. Establish good and intense communication with all parties.
9. Prepare a Detailed Timeline and Submit proposals on time.
10. Immediately make decisions on problems that occur.
11. Stakeholder management, Coordinate and synchronize with all parties.
12. Flexibility, effective and efficient in working.
13. Conduct evaluations and open discussion spaces in finding solutions to problems that occur and encourage acceleration and always be disciplined in executing according to time targets.
14. Create and compile detailed, comprehensive and sustainable work plans.

## Kinerja Jasa Angkutan

*Transportation Services Performance*

Di tahun 2024, Perseroan berhasil mencatatkan total pendapatan sebesar Rp36,11 triliun, berasal dari jasa angkutan, jasa non-angkutan serta konstruksi. Jumlah ini meningkat 2,85% dibandingkan dengan tahun sebelumnya sebesar Rp35,107 triliun dan mampu mencapai 8,88% dari target sebesar Rp33,16 triliun.

Dari seluruh segmen usaha KAI, jasa angkutan merupakan segmen dengan kontribusi terbesar sepanjang tahun 2024. Segmen jasa angkutan ini meliputi angkutan barang dan angkutan penumpang. Segmen jasa angkutan barang berkontribusi sebesar 35,45% terhadap pendapatan dengan realisasi sebesar Rp12,80 triliun. Realisasi ini meningkat

In 2024, the Company achieved total revenue of Rp36.11 trillion from the transportation, non-transportation, and construction services. This amount represents an increase of 2.85% compared to the previous year's revenue of Rp35.107 trillion and reached 8.88% of the target set at Rp33.16 trillion.

Among all of KAI's business segments, transportation services provided the largest contribution in 2024. This segment encompasses both freight and passenger transportation. The freight transportation service segment accounted for 35.45% of total revenue, amounting to Rp12.80 trillion, which reflects an increase of 9.92% from the 2023 figure of Rp11.646 trillion.



9,92% dibandingkan dengan tahun 2023 sebesar Rp11,646 triliun. Sementara jasa angkutan penumpang berkontribusi sebesar 33,01% terhadap pendapatan dengan realisasi Rp11,92 triliun. Realisasi ini meningkat 19,89% dibandingkan dengan tahun sebelumnya sebesar Rp9,942 triliun. Adapun pendapatan dari segmen usaha lain di luar jasa angkutan mencapai total 31,54%.

Informasi kinerja jasa angkutan di tahun 2024 adalah berikut:

Meanwhile, passenger transportation services contributed 33.01% to the total revenue, generating Rp11.92 trillion, which is an increase of 19.89% compared to the previous year's revenue of Rp9.942 trillion. Meanwhile, revenue from other business segments, excluding transportation services, reached a total of 31.54%.

The performance details for transportation services in 2024 are as follows:

**Pendapatan KAI Tahun 2023-2024 per Segmen Usaha**  
(Dalam Ribuan Rupiah, kecuali dinyatakan lain)

**KAI's Revenue per Business Segment in 2023-2024**  
(In Thousands of Rupiah, unless otherwise stated)

| Uraian /<br>Description                                   | 2024                       |                       | 2023                  | Rasio (%) / Ratio (%)      |                                |                                                   |
|-----------------------------------------------------------|----------------------------|-----------------------|-----------------------|----------------------------|--------------------------------|---------------------------------------------------|
|                                                           | Realisasi /<br>Realization | Target /<br>Target    |                       | Terhadap 2023 /<br>To 2023 | Terhadap Target<br>/ To Target | Terhadap Total<br>Pendapatan / To<br>Total Income |
| Angkutan Penumpang /<br>Passenger Transportation          | 11.918.953.987             | 10.912.821.647        | 9.941.825.625         | 19,9                       | 109,22                         | 33,01                                             |
| Angkutan Barang /<br>Freight Transportation               | 12.800.771.997             | 13.005.745.344        | 11.646.062.369        | 9,9                        | 98,42                          | 35,45                                             |
| Pendukung Angkutan<br>KA / Railway Transport<br>Supporter | 1.014.839.810              | 1.034.617.611         | 869.775.827           | 16,7                       | 98,09                          | 2,81                                              |
| Non-angkutan /<br>Non-transportation                      | 1.900.481.476              | 2.176.176.316         | 1.780.153.295         | 6,8                        | 87,33                          | 5,26                                              |
| Kompensasi Pemerintah<br>/ Government<br>Compensation     | 8.291.362.639              | 6.032.857.229         | 3.526.469.925         | 135,1                      | 137,44                         | 22,96                                             |
| Pendapatan Konstruksi /<br>Construction Revenue           | 181.807.049                | 0                     | 7.342.248.533         | 2,48                       | 0,00                           | 0,50                                              |
| <b>Jumlah Pendapatan /<br/>Total Revenue</b>              | <b>36.108.216.958</b>      | <b>33.162.218.145</b> | <b>35.106.535.574</b> | <b>29,4</b>                | <b>108,88</b>                  | <b>100,00</b>                                     |

**ANGKUTAN PENUMPANG**

Di tahun 2024, KAI melakukan sejumlah inovasi produk layanan seperti Kereta *Panoramic*, Kereta Kompartemen dan modifikasi kursi kereta ekonomi menjadi *New Generation*. KAI berkomitmen untuk terus menghadirkan inovasi yang mendukung kebutuhan pelanggan di era digital, salah satunya dengan menghadirkan *Access by KAI* dan *face recognition boarding gate* untuk mempermudah para pelanggan. Hal ini merupakan bukti nyata bahwa KAI terus berkomitmen memberikan pelayanan terbaik kepada pelanggan baik dari sisi operasional, digitalisasi maupun inovasi keberlanjutan.

Moda transportasi kereta api ringan LRT memiliki lintasan sepanjang 41,2 kilometer yang diharapkan menjadi alternatif transportasi nyaman dan aman bagi masyarakat. Selain layanan prima, sejumlah stasiun LRT juga sudah terintegrasi dengan berbagai moda transportasi lain, antara lain dengan Kereta Rel Listrik (KRL), *Bus Rapid Transit*/Bus Raya Terpadu (BRT), Transjakarta, JakLingko/MikroTrans, hingga KCJB.

**PASSENGER TRANSPORTATION**

In 2024, KAI implemented several service innovations, including Panoramic Trains, Compartment Trains, and an upgrade of economy class train seats to a New Generation. KAI is committed to continually introducing innovations that meet customer needs in the digital age. This includes initiatives like Access by KAI and the introduction of face recognition boarding gates, designed to enhance customer convenience. These efforts demonstrate KAI's commitment to providing the best service to customers, focusing on operations, digitalization, and sustainable innovation.

The LRT (Light Rail Transit) has a total track length of 41.2 kilometers, offering a comfortable and safe transportation alternative for the community. In addition to excellent service, several LRT stations are integrated with various other transportation modes, including the Electric Rail Train (KRL), Bus Rapid Transit/Integrated Bus Raya (BRT), Transjakarta, JakLingko/MikroTrans, and the KCJB.

Sementara KCJB *Whoosh* yang merupakan kereta cepat pertama di Indonesia dan Asia Tenggara dengan kecepatan 350 kilometer perjam. Keberadaan LRT dan KCJB juga menjadi perwujudan komitmen Pemerintah melakukan modernisasi transportasi massal yang efisien, ramah lingkungan, serta terintegrasi dengan moda transportasi lainnya. Keberadaan LRT Jabodebek dan KCJB *Whoosh* mendapatkan sambutan positif dari masyarakat.

Informasi kinerja jasa angkutan di tahun 2024 adalah berikut:

Meanwhile, the KCJB *Whoosh* is Indonesia's first fast train and the fastest in Southeast Asia, reaching speeds of up to 350 kilometers per hour. The introduction of the LRT and KCJB reflects the government's commitment to modernizing mass transportation to be efficient, environmentally friendly, and integrated with other travel options. Both the LRT Jabodebek and the KCJB *Whoosh* have received positive feedback from the public.

Information about the performance of transportation services in 2024 is as follows:

#### Kinerja Angkutan KA Penumpang

(Dalam satuan orang)

#### Passenger Train Transport Performance

(In person)

| Uraian /<br>Description                | 2024                       |                    | 2023        | Rasio / Ratio              |                                   |
|----------------------------------------|----------------------------|--------------------|-------------|----------------------------|-----------------------------------|
|                                        | Realisasi /<br>Realization | Target /<br>Target |             | Terhadap 2023<br>/ To 2023 | Terhadap<br>Target / To<br>Target |
| KA Utama / Main Train                  |                            |                    |             |                            |                                   |
| Kelas Eksekutif / Executive Class      | 18.923.496                 | 18.713.274         | 16.427.175  | 15,23                      | 101,1                             |
| Kelas Bisnis / Business Class          | 1.804.265                  | 1.719.635          | 1.642.947   | 9,8                        | 104,9                             |
| Kelas Ekonomi / Economy Class          | 30.524.135                 | 28.286.026         | 27.233.710  | 12,1                       | 107,9                             |
| Sub Total                              | 51.251.896                 | 48.718.935         | 45.303.832  | 13,1                       | 105,2                             |
| KA Lokal Ekonomi / Economy Local Train | 402.091.293                | 391.400.591        | 343.472.771 | 17,1                       | 102,7                             |
| Jumlah / Total                         | 453.343.189                | 440.119.525        | 388.776.604 | 16,6                       | 103,0                             |

Pada tahun 2024, KAI mencatatkan volume penumpang KA utama sebesar 453.343.189 orang. Jumlah ini meningkat 16,6% dari tahun sebelumnya sebesar 388.776.604 orang dan mampu mencapai 103,0% dari target. Peningkatan penumpang KA utama didorong oleh penumpang KA utama kelas eksekutif yang mencatatkan peningkatan 15,23% dari 16.427.175 orang pada tahun 2023 menjadi 18.923.496 orang pada tahun 2024. Peningkatan ini disebabkan oleh animo masyarakat dan wisatawan asing menggunakan moda jasa angkutan kereta api meningkat sehingga dapat dilakukan optimalisasi rangkaian, optimalisasi frekuensi KA, optimalisasi tarif, dan penyesuaian alokasi *subclass* tempat duduk pada saat *peak season* (angkutan Lebaran, libur sekolah, angkutan Nataru), beberapa KA tambahan pada relasi-relasi potensial dapat dijalankan dan penambahan KA Luxury di beberapa KA. Selain itu dilakukan *rerouting* KA Argo Parahyangan menjadi 3 KA Baru yaitu KA Malabar 2, KA Pangandaran dan KA Papandayan, perpanjangan relasi KA Blambangan Ekspres sampai dengan stasiun Pasar Senen per 25 Juli 2024 sebagai upaya untuk peningkatan volume dan pendapatan di rute-rute yang potensial.

In 2024, KAI recorded a main train passenger volume of 453,343,189 people. This figure increased by 103.0% from the previous year's total of 388,776,604 passengers, achieving 103.0% of the target. The growth in main train passengers was mainly driven by the executive class, which reported an increase of 15.23%, rising from 16,427,175 passengers in 2023 to 18,823,496 in 2024. This increase was attributed to This increase is due to the increasing enthusiasm of the public and foreign tourists to use the railway transportation mode so that optimization of the series, optimization of train frequency, optimization of fares, and adjustment of subclass allocation of seats during the peak season (Lebaran transportation, school holidays, Nataru transportation) can be carried out, several additional trains on potential relations can be run and the addition of Luxury trains on several trains. In addition, the Argo Parahyangan train was rerouted into 3 new trains, namely the Malabar 2 train, the Pangandaran train and the Papandayan train, the extension of the Blambangan Ekspres train relationship to Pasar Senen station as of July 25, 2024 as an effort to increase volume and income on potential routes.

Peningkatan volume penumpang juga terjadi pada KA utama kelas bisnis. Di tahun 2024, penumpang KA utama kelas bisnis tercatat sebesar 1.804.265 orang, meningkat 9,8% dibandingkan capaian tahun 2023 sebesar 1.642.947 orang.

KA utama kelas ekonomi turut mencatatkan kinerja baiknya. KA utama kelas ekonomi melayani 30.524.135 orang, meningkat 12,1% dibandingkan dengan tahun sebelumnya sebesar 27.233.710 orang. Volume penumpang KA lokal ekonomi juga mencatatkan peningkatan 17,1%, dari 343.472.771 orang pada tahun 2023 menjadi 402.091.293 orang pada tahun 2024.

### Pangsa Pasar Angkutan Penumpang

KAI mengidentifikasi pangsa pasar angkutan penumpang dapat dilihat berdasarkan segmentasi pasar dan metode pembelian tiket. Target pasar pengguna jasa kereta api terbagi ke dalam 2 (dua) kategori, yaitu pelanggan yang melakukan pembelian tiket melalui aplikasi (*online*) dan pelanggan yang melakukan pembelian tiket secara langsung pada loket yang ada di stasiun (*offline*). Seiring dengan digitalisasi yang terus berkembang dan perubahan gaya hidup Masyarakat, pembelian tiket secara *online* mengalami peningkatan. Masyarakat cenderung melakukan pembelian tiket secara *online* dengan berbagai variasi aplikasi yang beragam. Mendukung hal tersebut, KAI melakukan berbagai strategi untuk memberikan kemudahan bagi pelanggan yang ingin melakukan pembelian tiket.

Informasi terkait pangsa pasar KA penumpang berdasarkan jumlah penumpang dapat dilihat pada tabel berikut.

| Uraian /<br>Description                                                      | Keterangan /<br>Detail                                 | Jan - Des 2024 /<br>Jan - Dec 2024 | Jan-Des 2023 /<br>Jan - Dec 2023 | Pertumbuhan (%) /<br>Growth (%) |
|------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------|----------------------------------|---------------------------------|
| Jumlah Penumpang (ribu orang) /<br>Number of Passengers (thousand<br>people) | Wilayah Jawa dan Sumatera /<br>Java and Sumatra Region | 440.119                            | 382.089                          | 15,2                            |
|                                                                              | KAI                                                    | 453.343                            | 388.777                          | 16,6                            |
|                                                                              | Pangsa Pasar (%) /<br>Market Share (%)                 | 103,0                              | 101,8                            | 1,2                             |

### Langkah Strategis KAI Pada Jasa Angkutan Penumpang

Dalam upaya meningkatkan daya saing dan memperkuat posisi di pasar, berikut adalah langkah strategis yang dilakukan oleh KAI sepanjang tahun 2024:

- Strategi tarif pada masa angkutan Lebaran, Libur Idul Adha, liburan sekolah, angkutan Natal 2024 dan Tahun Baru 2025, serta pada masa peak season lainnya.
- Penyesuaian alokasi subclass TD.

Business class main train passengers also saw a rise in numbers. In 2024, there were 1,804,265 business class main train passengers, marking an increase of 9.8% compared to that of 2023 at 1,642,947 passengers.

Economy class main trains also performed well, serving 30,524,135 passengers in 2024, an increase of 12.1% from the previous year's total of 27,233,710 passengers. Furthermore, the volume of local economy train passengers recorded an increase of 17.1%, rising from 343,472,771 passengers in 2023 to 402,091,293 in 2024.

### Passenger Transportation Market Share

KAI analyzed the passenger transportation market share based on market segmentation and ticket purchasing methods. The target market for train service users is divided into 2 (two) categories: customers who purchase tickets through applications (*online*) and customers who buy tickets directly at the station counter (*offline*). With the ongoing development of digitalization and changing lifestyles, online ticket purchases have seen growth. People increasingly prefer to buy tickets online through various applications. To facilitate this trend, KAI has implemented several strategies to enhance the convenience of ticket purchases for its customers.

Information related to the passenger train market share, outlined by the number of passengers, can be found in the accompanying table.

### KAI's Strategic Initiatives in Passenger Transportation Services

In an effort to increase competitiveness and strengthen its position in the market, the following are strategic initiatives taken by KAI throughout 2024:

- Tariff strategy during the Lebaran transportation period, Eid al-Adha holidays, school holidays, Christmas transportation in 2024 and New Year 2025, and during other peak seasons.
- Adjustment of TD subclass allocation.

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| <p>c. Optimalisasi stamformasi dan frekuensi KA pada <i>peak season</i>.</p> <p>d. Perjalanan KA tambahan pada saat <i>peak season</i> menyesuaikan dengan <i>demand</i>.</p> <p>e. Kegiatan promosi yang sudah dilakukan:</p> <ol style="list-style-type: none"> <li>1) Pesta akhir tahun bersama KAI, event KAI Gebyar undian akhir tahun untuk meningkatkan transaksi penjualan tiket pada Masa Angkutan Natal 2023 dan Tahun Baru 2024;</li> <li>2) Event Senja Pertama tahun 2024 bersama Kuntoaji di Stasiun Yogyakarta;</li> <li>3) Promo Tarif KA Baru (KA Pangandaran, KA Papandayan dan KA Malabar 2);</li> <li>4) <i>Join promotion</i> Kidzania;</li> <li>5) Sponsorship Bagi Enduro 100K;</li> <li>6) Ngopi bareng KAI;</li> <li>7) <i>Sponsorship</i> golf tournament HA SB-IPB024;</li> <li>8) Promo Ramadhan festive &amp; umroh by KAI;</li> <li>9) Radio ads Klik FM;</li> <li>10) Promo "Mudik Belakangan Ekstra Hemat";</li> <li>11) <i>Giveaway hampers</i> lebaran bekerjasama dengan Buttonsscarves;</li> <li>12) Kegiatan Travel with the Stars;</li> <li>13) Promo A-Meizing Surabaya (diskon 20% dalam rangka HUT Surabaya ke 713);</li> <li>14) KAI Goes to Campus UI dengan tema "Transformasi KAI: menjadi Moda Transportasi Masa Depan";</li> <li>15) Promo Tau Tau Festival;</li> <li>16) Kegiatan <i>Travelling By Train</i> "Sisi Lain Pangandaran";</li> <li>17) Promo <i>Cashback</i> 25% tiket liburan di Access by KAI bekerja sama dengan mitra <i>payment gateway</i>;</li> <li>18) Jakarta Fair Kemayoran (diskon sampai dengan 15%);</li> <li>19) Promo Diskon event "Gebyar Wisata Nusantara Expo" di JCC";</li> <li>20) Promo/diskon tarif sampai dengan 10% untuk pembelian tiket kereta api pada event Prambanan Jazz 10;</li> <li>21) Promo Juleha (Juli lebih hemat), diskon sebesar 20% untuk keberangkatan 15-31 Juli 2024;</li> <li>22) Promo panjat pinang (<i>flash sale</i> dan pinang promo) untuk keberangkatan 17-31 Agustus 2024;</li> <li>23) Undian 30 tiket gratis konser Sheila on 7 untuk pengguna KA Argo Parahyangan terbanyak;</li> <li>24) Undian Umroh bareng KAI tahap ke-3;</li> <li>25) Diskon tiket sebesar 20% khusus pembelian di booth KAI pada event <i>Hub Space</i>;</li> <li>26) Diskon tiket sebesar 20% khusus pembelian di booth KAI pada event LPS Travel Fair 2024;</li> </ol> | <p>c. Optimization of train formation and frequency during peak season.</p> <p>d. Additional train trips during peak season according to demand.</p> <p>e. Promotional activities that have been carried out:</p> <ol style="list-style-type: none"> <li>1) End of year party with KAI, KAI Gebyar end of year lottery event to increase ticket sales transactions during the Christmas Transportation Period in 2023 and New Year 2024;</li> <li>2) First Sunset Event in 2024 with Kuntoaji at Yogyakarta Station;</li> <li>3) New Train Tariff Promo (Pangandaran Train, Papandayan Train and Malabar 2 Train);</li> <li>4) Join Kidzania promotion;</li> <li>5) Sponsorship for Enduro 100K;</li> <li>6) Have coffee with KAI;</li> <li>7) Sponsorship golf tournament HA SB-IPB024;</li> <li>8) Ramadhan festive &amp; umroh promo by KAI;</li> <li>9) Radio ads Klik FM;</li> <li>10) Promo "Mudik Lataran Ekstra Hemat";</li> <li>11) Giveaway hampers lebaran in collaboration with Buttonsscarves;</li> <li>12) Travel with the Stars activity;</li> <li>13) A-Meizing Surabaya promo (20% discount in the framework of Surabaya's 713th anniversary);</li> <li>14) KAI Goes to Campus UI with the theme "KAI Transformation: Becoming the Future Mode of Transportation";</li> <li>15) Tau Tau Festival promo;</li> <li>16) Travelling By Train activity "The Other Side of Pangandaran";</li> <li>17) 25% cashback promo for holiday tickets at Access by KAI in collaboration with payment gateway partners;</li> <li>18) Jakarta Fair Kemayoran (discount up to 15%);</li> <li>19) Discount Promo for the "Gebyar Wisata Nusantara Expo" event at JCC";</li> <li>20) Promo/fare discount of up to 10% for purchasing train tickets at the Prambanan Jazz 10 event;</li> <li>21) Juleha Promo (more economical July), a 20% discount for departures from 15-31 July 2024;</li> <li>22) Panjat Pinang promo (flash sale and pinang promo) for departures from 17-31 August 2024;</li> <li>23) Draw of 30 free tickets for the Sheila on 7 concert for the most Argo Parahyangan train users;</li> <li>24) Umrah draw with KAI stage 3;</li> <li>25) 20% ticket discount specifically for purchases at the KAI booth at the Hub Space event;</li> <li>26) 20% ticket discount specifically for purchases at the KAI booth at the LPS Travel Fair 2024 event;</li> </ol> |
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| <p>27) Promo KAI Birthday Bash;</p> <p>28) Diskon tiket sebesar 20% khusus pembelian di booth KAI pada event Kompas Travel Fair;</p> <p>29) Event KAI Railway cyclist festival di Bandung pada tanggal 19 Oktober 2024;</p> <p>30) Event KAI Expo 2024 dengan pemberian diskon s.d 70% untuk kelas luxury, eksekutif, bisnis dan ekonomi yang diselenggarakan di Kota Jakarta dan Surabaya;</p> <p>31) <i>Traveling by Train</i> relasi Gambir-Solobalapan;</p> <p>32) Diskon Nyoblos sebesar 10% periode 15 s.d 25 November 2024 untuk keberangkatan tanggal 26 s.d 28 November 2024;</p> <p>33) Promo APT 12.12 (Amazing promo tiket) sebesar 20% untuk keberangkatan selama masa angkutan Natal 2024 dan Tahun Baru 2025;</p> <p>34) Diskon promo "Year End Sale" s.d 30% untuk keberangkatan tanggal 29 Desember 2024-5 Januari 2025;</p> <p>35) Promo tarif untuk beberapa relasi KA keberangkatan Daop 8 selama masa angkutan Natal 2024 dan Tahun Baru 2024;</p> <p>36) <i>Double point reward</i> "Twice the point, twice the joy" pada masa angkutan Natal 2024 dan Tahun Baru 2025;</p> <p>37) Promo diskon 50% untuk KA direct train relasi Gambir – Semarang Tawang dan 25% untuk relasi Gambir – Yogyakarta.</p> | <p>27) KAI Birthday Bash Promo;</p> <p>28) Ticket discount of 20% specifically for purchases at the KAI booth at the Kompas Travel Fair event;</p> <p>29) KAI Railway Cyclist Festival event in Bandung on October 19, 2024;</p> <p>30) KAI Expo 2024 event with a 70% discount on the Luxury, Executive, Business and Economic class held in the cities of Jakarta and Surabaya;</p> <p>31) <i>Traveling by Train</i> Gambir-Solobalapan Relations;</p> <p>32) Discount Nyoblos of 10% Period 15 to 25 November 2024 For departure on 26 to 28 November 2024;</p> <p>33) APT Promo 12.12 (Amazing Ticket Promo) of 20% for departure during the Christmas transportation period 2024 and New Year 2025;</p> <p>34) Promo discount "Year End Sale" to 30% for departure on December 29, 2024-5 January 2025;</p> <p>35) Promo tariff for several Daop 8 departure train relations during the 2024 Christmas and 2024 New Year transportation period;</p> <p>36) Double point reward "Twice the point, twice the joy" during the 2024 Christmas and 2025 New Year transportation period;</p> <p>37) 50% discount promo for direct trains on the Gambir – Semarang Tawang route and 25% for the Gambir – Yogyakarta route.</p> |
| <p>f. <i>Reclass, rerouting</i> dan perjalanan kereta KA tambahan dengan melakukan penambahan atau menjalankan sebagian KA yang okupansinya tinggi baik KA Reguler, KA fakultatif, KA tambahan dan penambahan rangkaian pada bulan Januari sampai dengan Desember 2024 menyesuaikan dengan demand.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>f. <i>Reclass, rerouting</i> and additional train trips by adding or running some trains with high occupancy, both Regular Trains, Optional Trains, Additional Trains and Additional Series in January to December 2024 to adjust to demand.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>g. <i>Rerouting</i> 14 KA Argo Parahyangan menjadi KA baru untuk rute-rute potensial menjadi KA baru mulai 24 Januari 2024 antara lain:</p> <ol style="list-style-type: none"> <li>1) KA Papandayan relasi Garut-Gambir PP;</li> <li>2) KA Malabar 2 relasi Malang-Bandung PP;</li> <li>3) KA Pangandaran relasi Banjar-Gambir PP.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>g. <i>Rerouting</i> 14 Argo Parahyangan Trains into new trains for potential routes into new trains starting January 24, 2024, including:</p> <ol style="list-style-type: none"> <li>1) Papandayan Train Garut-Gambir PP route;</li> <li>2) Malabar 2 Train Malang-Bandung PP route;</li> <li>3) Pangandaran Banjar-Gambir PP relation.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>h. Perpanjangan relasi KA Blambangan Ekspres sampai dengan stasiun Pasar Senen per 25 Juli 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>h. Extension of Blambangan Ekspres train relation to Pasar Senen station as of July 25, 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>i. Perpanjangan relasi KA Bandara BIAS semula relasi Klaten – Stasiun Bandara Adi Soemarmo menjadi Stasiun Bandara Adi Soemarmo – Madiun per 10 Desember 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>i. Extension of BIAS Airport Train relation, originally Klaten – Adi Soemarmo Airport Station relation to Adi Soemarmo Airport Station – Madiun as of December 10, 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>j. Melakukan Investasi di bidang Sarana dan Prasarana:</p> <ol style="list-style-type: none"> <li>1) Pengadaan 612 Unit Kereta SS New Generation dan Luxury Gen 3;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>j. Making Investment in Facilities and Infrastructure:</p> <ol style="list-style-type: none"> <li>1) Procurement of 612 SS New Generation and Luxury Gen 3 Train Units;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

- 2) Modifikasi Kereta K3 DJKA menjadi kereta K3 New Generation dengan pekerjaan mengganti Kursi K3 New Generation, perbaikan Interior dan Toilet Kereta di Balai Yasa Manggarai;
- 3) Pengadaan 10 Car Kereta K1 Sleeper 26 Seat untuk KA Argo Lawu, KA Argo Dwipangga, KA Taksaka, dan 1 Car Cadangan Perawatan; dan
- 4) Pengadaan Face Recognition Boarding Gate.

- 2) Modification of DJKA K3 Train to K3 New Generation train with work to replace K3 New Generation Seats, repair of Train Interior and Toilet at Balai Yasa Manggarai;
- 3) Procurement of 10 K1 Sleeper Train Cars 26 Seats for Argo Lawu Train, Argo Dwipangga Train, Taksaka Train, and 1 Reserve Maintenance Car; and
- 4) Procurement of Face Recognition Boarding Gate.

Implementasi langkah strategis KAI selama tahun 2024 turut mendukung meningkatnya pendapatan segmen usaha jasa angkutan penumpang seperti terlihat pada tabel berikut ini:

The implementation of KAI's strategic initiatives in 2024 also supported the increase in revenue for the passenger transportation service business segment as seen in the following table:

### Pendapatan Jasa Angkutan Penumpang

(Dalam ribuan rupiah)

### Passenger Transportation Services Revenue

(In thousands of Rupiah)

| Uraian /<br>Description                                           | 2024                       |                | 2023          | Rasio / Ratio              |                                   |
|-------------------------------------------------------------------|----------------------------|----------------|---------------|----------------------------|-----------------------------------|
|                                                                   | Realisasi /<br>Realization | Target         |               | Terhadap 2023<br>/ To 2023 | Terhadap<br>Target / To<br>Target |
| Angkutan Penumpang KA Utama / Main Train Passenger Transportation |                            |                |               |                            |                                   |
| Kelas Eksekutif / Executive Class                                 | 5.194.284.196              | 4.883.069.491  | 4.505.495.626 | 15,3                       | 6,4                               |
| Kelas Bisnis / Business Class                                     | 336.957.579                | 324.119.852    | 293.899.485   | 14,7                       | 4,0                               |
| Kelas Ekonomi / Economy Class                                     | 4.325.671.208              | 3.658.953.701  | 3.506.175.836 | 23,4                       | 18,2                              |
| Jumlah / Total                                                    | 9.856.912.983              | 8.866.143.044  | 8.305.570.948 | 18,7                       | 11,2                              |
| KA Lokal Ekonomi / Economy Local Train                            | 2.062.041.004              | 2.064.678.603  | 1.636.254.678 | 26,0                       | 1,0                               |
| Jumlah / Total                                                    | 11.918.953.987             | 10.912.821.647 | 9.941.825.625 | 19,9                       | 9,2                               |

Segmen jasa angkutan penumpang berhasil merealisasikan pendapatan sebesar Rp 11,91 triliun pada tahun 2024. Realisasi ini meningkat 19,9% atau mampu mencapai 109,2% dari target. Secara keseluruhan, capaian ini didorong oleh pendapatan KA utama kelas eksekutif sebesar Rp 5,19 triliun, naik 15,3% dari tahun sebelumnya sebesar Rp4,51 triliun. KA utama kelas eksekutif dengan pendapatan tertinggi diantaranya KA Taksaka, KA Sembrani, KA Argo Bromo Anggrek, KA Argo Semeru, dan KA Bima.

In 2024, the passenger transportation service segment generated revenue of Rp11.91 trillion, an increase of 19.9% or 109.2% of the target. Overall, the growth was primarily driven by the revenue from the executive class main train, which reached Rp5.19 trillion, reflecting an increase of 15.3% compared to that of the previous year at 4.51 trillion. The executive class main train with the highest revenue is the KA Taksaka, KA Sembrani, KA Argo Bromo Anggrek, KA Argo Semeru, and KA Bima.

### ANGKUTAN BARANG

Segmen angkutan barang pada umumnya berfokus pada angkutan batu bara yang merepresentasikan lebih dari 75% porsi pendapatan angkutan barang pada KAI selama periode 2018-2022. Selain batu bara, KAI juga mengangkut beberapa komoditas lain seperti peti kemas, semen, dan bahan bakar minyak mentah (BBM) atau minyak sawit mentah (CPO).

### FREIGHT TRANSPORTATION

The freight transportation segment mainly focuses on coal, which accounts for over 75% of KAI's freight revenue from 2018 to 2022. In addition to coal, KAI also transports various other commodities, including containers, cement, crude oil (BBM), and crude palm oil (CPO).

Di sepanjang tahun 2024, sektor angkutan barang berhasil mencatatkan kinerja positif. Volume barang tercatat sebesar 69,2 ton barang, naik 8,65% dibandingkan dengan volume tahun 2023 sebesar 63.694.966 ton barang dan berhasil mencapai 1,29% dari target yang telah ditentukan.

Peningkatan volume barang didorong oleh realisasi batu bara yang mencapai 55.645.263 ton, disusul oleh peti kemas sebesar 5.821.791 ton, semen sebesar 3.489.261 ton, BBM sebesar 2.667.441 ton, barang lainnya sebesar 1.353.049 ton dan *General Cargo* dan BHP sebesar 224.865 ton.

KAI memberikan layanan dengan fasilitas yang memberikan nilai tambah bagi pelanggan, seperti pelayanan yang tepat waktu, layanan *first mile* dan *last mile* yang *cost-competitive*, serta kapasitas angkut yang besar dan bahkan disertai dengan layanan *pick up*. Pelayanan yang masih terkonsentrasi di Jawa dan Sumatra membuka peluang yang sangat besar bagi KAI untuk melakukan ekspansi bisnis ke luar Jawa dan Sumatra.

Potensi pasar batu bara, serta potensi pengembangan kapasitas bongkar muat, seperti pengembangan Terminal Kramasan, menawarkan peluang untuk meningkatkan kapabilitas operasional dan memperluas jaringan. Selain itu, munculnya teknologi ramah lingkungan juga menjadi kesempatan bagi KAI untuk menggaet pangsa pasar yang lebih besar mengingat kereta api cenderung lebih ramah lingkungan jika dibandingkan dengan moda transportasi darat lainnya

In 2024, the freight transportation sector demonstrated positive performance, with a recorded volume of 69,201,670 tons of goods. This reflects an increase of 8.6% compared to the previous year's volume of 63,694,966 tons and achieved 1.3% of the set target.

The increase in goods volume was attributed to coal transportation reaching 55,645,263 tons, followed by containers at 5,821,791 tons, cement at 3,489,261 tons, fuel at 2,667,441 tons, plantations at 693,412 tons, other goods at 635,457 tons, General Cargo and BHP at 224,865 tons, and fertilizers of 24,180 tons.

KAI provides services by offering value-added features, such as timely delivery, cost-effective first mile and last mile services, large transport capacity, and pickup services. Services concentrated in Java and Sumatra present significant opportunities for KAI to expand its operations beyond Java and Sumatra.

The coal market's potential, along with the opportunities for developing loading and unloading capacity, such as the development of the Kramasan Terminal, will present opportunities to improve operational capabilities and facilitate network expansion. Additionally, the introduction of environmentally friendly technology offers KAI a chance to capture a larger market share, especially since trains are generally more environmentally friendly compared to other land transportation modes.

### Kinerja Angkutan KA Barang

(Dalam satuan ton)

| Uraian /<br>Description                                                                                        | 2024                       |                       | 2023                  | Rasio / Ratio              |                                   |
|----------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|-----------------------|----------------------------|-----------------------------------|
|                                                                                                                | Realisasi /<br>Realization | Target                |                       | Terhadap 2023<br>/ To 2023 | Terhadap<br>Target / To<br>Target |
| Batu Bara / Coal                                                                                               | 11.335.116.542             | 11.630.887.626        | 10.190.706.710        | 11,2                       | 97,5                              |
| Peti Kemas / Container                                                                                         | 475.928.231                | 438.343.382           | 414.804.866           | 14,7                       | 108,6                             |
| BBM / Fuel                                                                                                     | 387.122.082                | 372.815.171           | 385.496.853           | 0,4                        | 103,8                             |
| Semen / Cement                                                                                                 | 215.410.264                | 220.837.091           | 272.245.319           | (20,9)                     | 97,5                              |
| <i>General Cargo</i> dan Barang Hantaran Potongan (BHP) / <i>General Cargo</i> and Delivery Freight Unit (BHP) | 223.833.310                | 193.478.701           | 230.744.572           | (3,0)                      | 115,7                             |
| Lainnya / Others                                                                                               | 163.361.568                | 149.383.373           | 152.064.050           | 7,4                        | 109,4                             |
| <b>Jumlah / Total</b>                                                                                          | <b>12.800.771.997</b>      | <b>13.005.745.344</b> | <b>11.646.062.370</b> | <b>9,9</b>                 | <b>98,4</b>                       |

### Freight Transportation Performance

(In tons)

### Pangsa Pasar Angkutan Barang

Melayani jasa angkut barang, KAI memiliki pangsa pasar yang terdiri dari beberapa Perusahaan di antaranya :

- Perusahaan produsen seperti semen, BBM dan batu bara;
- Perusahaan perkebunan seperti CPO dan latex;
- Perusahaan logistik seperti peti kemas dan limbah Bahan Berbahaya Beracun (B3).

Perusahaan tersebut memilih menggunakan kereta api dibandingkan dengan moda transportasi lainnya karena kereta api memiliki daya angkut yang besar serta tingkat ketepatan waktu pengiriman barang. Pada lingkup nasional, jalur kereta api KAI tersedia di Pulau Jawa dan Sumatera.

Informasi terkait pangsa pasar KA Barang berdasarkan jumlah barang dapat dilihat pada tabel berikut.

| Uraian /<br>Description                                                      | Keterangan /<br>Description                          | Jan-Des 2024 /<br>Jan - Dec 2024 | Jan-Des 2023 /<br>Jan - Dec 2023 | Pertumbuhan (%) /<br>Growth (%) |
|------------------------------------------------------------------------------|------------------------------------------------------|----------------------------------|----------------------------------|---------------------------------|
| Jumlah Barang<br>(ribu ton)* /<br>Quantity of<br>Freight (thousand<br>tons)* | Wilayah Jawa / Java Regions                          | 9.117.774                        | 8.646.199                        | 5,5%                            |
|                                                                              | Wilayah Sumatera / Sumatra Regions                   | 60.083.896                       | 55.048.767                       | 9,1%                            |
|                                                                              | KAI                                                  | 69.201.670                       | 63.694.966                       | 8,6%                            |
|                                                                              | Pangsa Pasar Jawa (%) / Java Market Share (%)        | 13,2%                            | 13,6%                            | 0,9%                            |
|                                                                              | Pangsa Pasar Sumatera (%) / Sumatra Market Share (%) | 86,8%                            | 86,4%                            | 1,0%                            |

\*) Terdiri atas muatan barang pada kereta api dan angkutan laut. / Consists of cargo on trains and sea transportation.

Keterangan: Data publik yang tersedia / Description: From the available public data

Pada segmen usaha jasa angkutan barang, KAI berupaya memperluas angkutan ekspor-impor *multicommodity*, membangun terminal bongkar muat *multi user* di Kramasan, melanjutkan pengembangan *container yard* Batubara Merapi 2, hingga mengoptimalkan dan memperluas bisnis kurir termasuk pengiriman keluar Pulau Jawa dan Sumatera.

KAI telah menentukan sejumlah langkah strategis untuk meningkatkan produktivitas jasa angkutan barang. Dengan demikian KAI dapat menjaga stabilitas usaha sehingga dapat bertahan dan berkembang di tengah berbagai ancaman.

### Langkah Strategis Pada Jasa Angkutan Barang

Dalam upaya meningkatkan daya saing dan memperkuat posisi di pasar, berikut adalah langkah strategis yang dilakukan oleh KAI sepanjang tahun 2024:

1. Kenaikan Tarif Batubara sebesar 4% dan Non Batubara sebesar 2-5%;

### Freight Transportation Market Share

KAI provides freight transportation services and holds a market share that includes several types of companies, such as:

- Manufacturing companies such as cement, fuel, and coal;
- Plantation companies such as CPO and latex;
- Logistics companies such as container transport and hazardous waste (B3)

These companies prefer using trains over other modes of transportation due to trains' large carrying capacity and high punctuality in delivering goods. At the national level, KAI operates railway lines on the islands of Java and Sumatra.

Information on the market share of freight trains based on the volume of goods transported is available in the following table:

In the freight transportation service sector, KAI strives to expand its multicommodity export-import transportation. construct a multi-user loading and unloading terminal in Kramasan, continue the development of the Batubara Merapi 2 container yard, and optimize the courier business, which includes shipping services outside of Java and Sumatera.

KAI has outlined several strategic measures to enhance the productivity of its freight transportation services. Therefore, KAI aims to maintain business stability, ensuring that it can thrive and grow despite various challenges.

### Strategic Initiatives in Freight Transportation Services

To increase competitiveness and strengthen its market position, KAI implemented the following strategic initiatives throughout 2024:

1. Increase in Coal Tariff by 4% and Non-Coal by 2-5%;



- Optimalisasi KA Batubara Sumsel dengan pemindahan Sarana ex KA merugi dari Jawa ke Sumatera Selatan, penambahan SF KA Batubara, modifikasi trainset/gerbong KKBW, dan efektivitas waktu tunggu terminal (WTT);
- Investasi Sarana 54 Lokomotif CC205, 1.125 GD 54 Ton dan 966 GB 50 Ton;
- Pengoperasian jalur 11 CY FMS dan jalur 12 CY WBS di Stasiun Simpang;
- Pembangunan CY MIP di Stasiun Merapi dan TULS Kramasan oleh PT KAI LOGISTIK;
- Menjalankan uji coba program angkutan *National Logistics Ecosystem* (NLE); dan
- Menjalankan program Sinergi Produk General Cargo (GenCo) oleh KAI Group, ASDP Group dan DAMRI.

Sejumlah langkah strategis yang dijalankan KAI untuk meningkatkan kinerja jasa angkutan barang turut mendorong pendapatan pada segmen ini mencapai 98,7% target. Informasi pendapatan jasa angkutan barang adalah sebagai berikut:

#### Pendapatan Jasa Angkutan Barang

(Dalam Ribuan rupiah)

| Uraian /<br>Description                                                                                | 2024                       |                       | 2023                  | Rasio / Ratio              |                                   |
|--------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|-----------------------|----------------------------|-----------------------------------|
|                                                                                                        | Realisasi /<br>Realization | Target                |                       | Terhadap 2023<br>/ To 2023 | Terhadap<br>Target / To<br>Target |
| Batu Bara / Coal                                                                                       | 11.335.116.542             | 11.630.887.626        | 10.190.706.710        | 11,2                       | 97,5                              |
| Peti Kemas / Container                                                                                 | 475.928.231                | 438.343.382           | 414.804.866           | 14,7                       | 108,6                             |
| BBM / Fuel                                                                                             | 387.122.082                | 372.815.171           | 385.496.853           | 0,4                        | 103,8                             |
| Semen / Cement                                                                                         | 215.410.264                | 220.837.091           | 272.245.319           | (20,9)                     | 97,5                              |
| Perkebunan / Perkebunan                                                                                | 139.072                    | 145.212               | 130.536               | 106,5                      | 95,8                              |
| General Cargo dan Barang Hantaran Potongan<br>(BHP) / General Cargo and Delivery Freight Unit<br>(BHP) | 223.833.310                | 193.478.701           | 230.744.572           | (3,0)                      | 115,7                             |
| Pupuk / Pupuk                                                                                          | 2.795                      | 3.496                 | 2.270                 | 123,1                      | 79,9                              |
| Lainnya / Others                                                                                       | 163.361.568                | 149.383.373           | 152.064.050           | 7,4                        | 109,4                             |
| <b>Jumlah / Total</b>                                                                                  | <b>12.800.771.997</b>      | <b>13.005.745.344</b> | <b>11.646.062.370</b> | <b>9,9</b>                 | <b>98,4</b>                       |

- Optimization of South Sumatra Coal Train by moving ex-loss-making Train Facilities from Java to South Sumatra, adding Coal Train SF, modifying KKBW trainset/carriages, and effectiveness of terminal waiting time (WTT);
- Investment in Facilities of 54 CC205 Locomotives, 1,125 GD 54 Tons and 966 GB 50 Tons;
- Operation of 11 CY FMS line and 12 CY WBS line at Simpang Station;
- Construction of CY MIP at Merapi Station and TULS Kramasan by PT KAI LOGISTIK;
- Running a trial of the National Logistics Ecosystem (NLE) transportation program; and
- Running the General Cargo Product Synergy (GenCo) program by KAI Group, ASDP Group and DAMRI.

These strategic steps taken by KAI to improve the performance of freight services have also driven revenue in this segment to reach 98.7% target. Information on freight service revenue is as follows:

#### Freight Transportation Services Revenue

(In Thousand of Rupiah)

#### Batu Bara

Volume batu bara yang diangkut pada tahun di tahun 2024 sebesar 55,6 juta ton atau mencapai 100,2% dari target sebesar 55,5 juta ton. Pendapatan batu bara tercatat sebesar Rp11,3 triliun, meningkat dari tahun sebelumnya sebesar 11,2%. Terdapat beberapa kendala yang dihadapi KAI pada segmen in, di antaranya:

#### Coal

In 2024, the volume of coal transported reached 55.6 million tons, accounting for 100.2% of the target of 55.5 million tons. Revenue from coal amounted to Rp11.3 trillion, marking an increase of 11.2% from the previous year. KAI encountered several challenges in this segment, including:

#### Justifikasi :

1. Rawatan terencana dan gangguan *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) dan *Apron Feeder* (AF);
2. Dampak Kecelakaan Kereta Api (KKA) dan Non Kecelakaan Kereta Api (NKKA);
3. Dampak *Window Time* (WT);
4. Terdapat mitra yang tidak berjalan maksimal (PT Bima Putra Abadi Citranusa, PT Bukit Bara Alam, PT Bara Manunggal Sakti, PT Golden Great Borneo) dampak penurunan harga batubara dunia.
5. Pembatasan *hauling* pada saat Lebaran, Natal dan tahun baru selama 24 hari.

#### Upaya :

1. Minimalisir kendala alat produksi *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) dan *Apron Feeder* (AF).
2. Efektivitas waktu perjalanan kereta api (WPKA) semula 1,92 menjadi 1,82 untuk KA Baratarahan dan efektifitas WPKA semula 0,87 menjadi 0,71 untuk KA Barapati.
3. Optimasi penambahan SF 61 KA Baratarahan.
4. Modif gerbong KKBW 45 Ton sebagai pengganti trainset (TS) Rumania.
5. Penambahan stamformasi (SF) semula 30 GB menjadi 32 GB KA Barapati.
6. Optimasi TS Idle Mitra Swasta.
7. Optimalisasi 2 TS GD 42 dari Jawa pada KA Baraswasta.
8. Pengoperasian *Double Track* ME-MLI.
9. Uji coba Angkutan Batubara Swasta PT Kereta Api Logistik relasi Muaralawai – Simpang tmt 20 Desember 2024 dengan SF 61.

#### Peti Kemas

Hingga 31 Desember 2024, realisasi pendapatan peti kemas mencapai Rp475,9 miliar atau 108,6% dari target sebesar Rp438,3 miliar. Volume tercapai 5,8 juta ton atau 109,5 % dari target sebesar 5,3 juta ton. Realisasi pendapatan dan volume peti kemas mencapai anggaran dikarenakan:

1. Penambahan Hari Operasi pada beberapa mitra antara lain PT KALOG dan PT BWI.
2. Optimasi potensi market dengan mengakomodir Angkutan Balen Limbah B3.
3. Peningkatan volume Petikemas PT SMNT dan PT PIL di Divre I.
4. Penambahan SF KA Kalmas semula 20 GD menjadi 30 GD.

#### Justification:

1. Planned maintenance and disruption of *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) and *Apron Feeder* (AF);
2. Impact of Train Accidents (KKA) and Non-Train Accidents (NKKA);
3. Impact of *Window Time* (WT);
4. There are partners that are not running optimally (PT Bima Putra Abadi Citranusa, PT Bukit Bara Alam, PT Bara Manunggal Sakti, PT Golden Great Borneo) due to the decline in world coal prices.
5. *Hauling* restrictions during Eid, Christmas and New Year for 24 days.

#### Efforts:

1. Minimizing the constraints of *Train Loading System* (TLS), *Rotary Coal Dumper* (RCD) and *Apron Feeder* (AF) production tools.
2. Effectiveness of train travel time (WPKA) originally 1.92 to 1.82 for KA Baratarahan and effectiveness of WPKA originally 0.87 to 0.71 for KA Barapati.
3. Optimization of the addition of SF 61 KA Baratarahan.
4. Modification of KKBW 45 Ton carriages as a replacement for the Rumanian trainset (TS).
5. Addition of stamformation (SF) originally 30 GB to 32 GB KA Barapati.
6. Optimization of TS Idle Private Partners.
7. Optimization of 2 TS GD 42 from Java on KA Baraswasta.
8. Operation of *Double Track* ME-MLI.
9. Trial of Private Coal Transportation of PT Kereta Api Logistik on the Muaralawai – Simpang route on December 20, 2024 with SF 61.

#### Containers

As of December 31, 2024, the realized container revenue totaled Rp475.9 billion, which is 108.6% of the budgeted amount of Rp438.3 billion. The volume achieved was 5.8 million tons, representing 109.5% of the target of 5.3 million tons. The realization of revenue and container volume met/did not meet the budget for the following reasons:

1. Additional Operating Days for several partners including PT KALOG and PT BWI.
2. Optimization of market potential by accommodating B3 Waste Balen Transportation.
3. Increase in the volume of PT SMNT and PT PIL Containers in Divre I.
4. Addition of SF KA Kalmas from 20 GD to 30 GD.

### BBM

Realisasi pendapatan sebesar Rp387,1 miliar atau 103,8% dari target sebesar Rp372,8 miliar dan volume tercapai 2,6 juta ton atau 102,9% dari target sebesar 2,5 juta ton. Capaian volume dan pendapatan ini disebabkan oleh meningkatnya angkutan bahan bakar minyak (BBM) dari PT Pertamina khususnya pada masa Peak Season (masa liburan Natal, Tahun Baru, Idul Fitri, Idul Adha dan masa liburan sekolah/hari besar keagamaan).

### Semen

Hingga 31 Desember 2024, realisasi pendapatan semen mencapai 97,5% dari target sebesar Rp220,8 miliar. Volume tercapai 3,4 juta ton atau 91,9 % dari target sebesar 3,7 juta ton.

#### Justifikasi :

1. Angkutan Semen PT ITP relasi Nambo – Kalimas stop beroperasi bulan Februari 2024 dan Arjawinangun – Semarang Poncol stop operasi bulan Maret 2024 (armada kirim Sumsel).
2. Penurunan volume KA Semen Padang dampak kebijakan Holding Semen Indonesia membatasi area penjualan.

#### Upaya:

1. Koordinasi antara KAI, KALOG dan PT ITP terkait isu-isu dan peningkatan PO Angkutan Semen dari Stasiun Arjawinangun dan Nambo.
2. Melakukan negosiasi dengan PT Semen Padang untuk meningkatkan volume angkutan dari 75.000 gerbong menjadi 79.000 gerbong dan meminimalisir gangguan alat produksi.

### Perkebunan

Realisasi pendapatan perkebunan sebesar Rp139 miliar atau 95,8% dari target sebesar Rp145 miliar dan volume tercapai 693 ribu ton atau 85,1% dari target sebesar 815 ribu ton. Ketidakcapaian volume dan pendapatan ini disebabkan oleh:

- **Justifikasi:**  
Angkutan CPO PTPN III belum maksimal dikarenakan market CPO lebih banyak yang menggunakan Truk (tidak ada jalur KA).
- **Upaya:**  
Melakukan negosiasi dengan PTPN untuk penerapan target minimum dan mengoptimalkan DO sesuai dengan program angkutan.

### Fuel

The realization of revenue of Rp387.1 billion or 103.8% of the target of Rp372.8 billion and the volume achieved 2.6 million tons or 102.9% of the target of 2.5 million tons. The achievement of volume and revenue was due to the increase in fuel transportation from PT Pertamina, especially during the Peak Season (Christmas, New Year, Eid al-Fitr, Eid al-Adha holidays and school holidays/religious holidays).

### Cement

Until December 31, 2024, cement revenue realization reached 97.5% of the target of Rp220.8 billion. Volume reached 3.4 million tons or 91.9% of the target of 3.7 million tons.

#### Justification:

1. PT ITP Cement Transportation on the Nambo – Kalimas route will stop operating in February 2024 and Arjawinangun – Semarang Poncol will stop operating in March 2024 (South Sumatra delivery fleet).
2. The decrease in the volume of Semen Padang trains is the impact of the Semen Indonesia Holding policy to limit sales areas.

#### Efforts:

1. Coordination between KAI, KALOG and PT ITP regarding issues and improvements in PO Angkutan Semen from Arjawinangun and Nambo Stations.
2. Negotiating with PT Semen Padang to increase the volume of transportation from 75,000 carriages to 79,000 carriages and minimize disruptions to production equipment.

### Plantation

The realization of plantation income was Rp139 billion or 95.8% of the target of Rp145 billion and the volume achieved was 693 thousand tons or 85.1% of the target of 815 thousand tons. The failure to achieve volume and income was caused by:

- **Justification:**  
PTPN III CPO transportation is not yet optimal because the CPO market uses more trucks (there are no railway lines).
- **Efforts:**  
Negotiating with PTPN for the implementation of minimum targets and optimizing DO in accordance with the transportation program.

### General Cargo dan BHP

Hingga 31 Desember 2024, realisasi pendapatan sebesar Rp162 miliar atau 94,2% dari target sebesar Rp172 miliar dan volume tercapai 224 ribu ton atau 84,8% dari target sebesar 265 ribu ton. Ketidakcapaian volume dan pendapatan ini disebabkan oleh :

- **Justifikasi:**  
KA Parcel Selatan (ONS), KA BHP Tawangalun dan KA BHP Joglosemarkerto di tahun 2024 tidak beroperasi dampak penurunan market.
- **Upaya :**
  1. Menjalankan BHP KA Pandalungan relasi Gambir – Jember mulai bulan Januari 2024.
  2. Menjalankan BHP KA Blambangan Ekpress relasi Pasar Senen – Ketapang mulai bulan Agustus 2024.

### Angkutan Barang Lainnya

Realisasi pendapatan pupuk mencapai Rp2,7 miliar atau 79,9% dari target sebesar Rp3,4 miliar. Volume tercapai 24 ribu ton atau 64,5% dari target sebesar 37 ribu ton. Realisasi pendapatan dan volume angkutan barang lainnya tidak mencapai target dikarenakan :

- **Justifikasi :**
  1. Angkutan Pupuk relasi Cilacap – Pupuk berhenti menggunakan Kereta Api (dampak peralihan distribusi pupuk semula dari PT Pusri Cilacap menjadi PT Pupuk Kujang dan tidak menggunakan KA).
  2. Persentase Pendapatan lebih tinggi dari Volume dikarenakan adanya kenaikan tarif.
- **Upaya :**  
Penambahan Perjalanan KA Pupuk relasi Cilacap – Ceper dari yang sebelumnya seminggu sekali menjadi seminggu 3(tiga)kali.

### Upaya Peningkatan Kinerja Angkutan Barang

Untuk meningkatkan kinerja angkutan barang, KAI menjalin kerja sama dengan pelaku usaha di bidang logistik maupun pemilik barang untuk menciptakan sistem logistik yang efektif dan efisien. Kerja sama yang dijalin oleh KAI di antaranya:

1. Kerja sama jasa pengangkutan barang komoditi batu bara, peti kemas, semen, BBM/ BBK Pertamina, CPO, Pupuk, Pulp, dan angkutan barang paketan pada kereta bagasi. Pada 2024.
2. Integrasi aplikasi komoditi batu bara antara PT KAI dengan PT Bukit Asam.

### General Cargo and BHP

As of December 31, 2024, the realization of revenue was Rp162 billion or 94.2% of the target of Rp172 billion and the volume achieved was 224 thousand tons or 84.8% of the target of 265 thousand tons. The failure to achieve this volume and revenue was caused by:

- **Justification:**  
The South Parcel Train (ONS), BHP Tawangalun Train and BHP Joglosemarkerto Train will not operate in 2024 due to the impact of the market decline.
- **Efforts:**
  1. Running the BHP of the Pandalungan train on the Gambir – Jember route starting in January 2024.
  2. Running the BHP of the Blambangan Express train on the Pasar Senen – Ketapang route starting in August 2024.

### Other Freight Transportation

The realization of fertilizer revenue reached IDR2.7 billion or 79.9% of the target of IDR3.4 billion. The volume achieved was 24 thousand tons or 64.5% of the target of 37 thousand tons. The realization of revenue and volume of other goods transportation did not reach the target due to:

- **Justification:**
  1. Fertilizer transportation on the Cilacap – Pupuk route stopped using the Train (the impact of the transfer of fertilizer distribution from PT Pusri Cilacap to PT Pupuk Kujang and no longer using the Train).
  2. The percentage of Revenue was higher than the Volume due to an increase in tariffs.
- **Efforts:**  
Additional Fertilizer Train Trips on the Cilacap – Ceper route from once a week to 3 (three) times a week.

### Other Freight Transportation

To improve the performance of freight transportation, KAI collaborates with business actors in the logistics sector and goods owners to create an effective and efficient logistics system. The collaborations established by KAI include:

1. Cooperation in the transportation services of coal commodities, containers, cement, BBM/BBK Pertamina, CPO, Fertilizer, Pulp, and package goods transportation on baggage trains. In 2024.
2. Integration of coal commodity applications between PT KAI and PT Bukit Asam.



3. Kerja sama non-angkutan kereta api, yaitu kesepakatan kerja sama dengan anak perusahaan KAI Logistik atau pihak ketiga lainnya untuk menangani Lo-Lo.
4. Implementasi program NLE untuk integrasi dan sinergi program NLE untuk integrasi dan sinergi jalur KA dengan pelabuhan melalui MoU antara PT Kereta Api Indonesia (Persero) dengan PSA Indonesia PTE, LTD
5. Sinergi produk untuk integrasi angkutan *general cargo* (Genco) *end to end* multimoda lintas pulau dengan melibatkan anak perusahaan KAI Logistik dan pihak ketiga lainnya
3. Non-railway transportation cooperation, namely a cooperation agreement with KAI Logistik subsidiaries or other third parties to handle Lo-Lo.
4. Implementation of the NLE program for the integration and synergy of the NLE program for the integration and synergy of railway lines with ports through an MoU between PT Kereta Api Indonesia (Persero) and PSA Indonesia PTE, LTD
5. Product synergy for the integration of end-to-end multimodal general cargo (Genco) transportation across islands by involving KAI Logistik subsidiaries and other third parties

### KINERJA JASA PENDUKUNG ANGKUTAN KA

Jasa pendukung angkutan KA terdiri dari layanan prapurna dan bongkar muat, *service on train* dan restorasi, serta jasa pendukung lainnya. Pendapatan pada segmen ini umumnya berasal dari pendapatan suplesi, bagasi, pendapatan administrasi pembatalan tiket, *loading unloading*, jasa prapurna, *service on train* serta restorasi dari anak perusahaan.

Pada tahun 2024 pendapatan jasa pendukung angkutan KA mencapai Rp1,01 triliun atau 98,1% dari target. Realisasi pendapatan mengalami penurunan dikarenakan oleh penurunan komoditi dan pemberhentian sementara kegiatan bongkar muat di beberapa relasi sehingga berdampak pada pendapatan *loading* dan *unloading*.

### KINERJA JASA NON-ANGKUTAN

Segmen jasa non-angkutan KAI meliputi beberapa komponen, yaitu pendapatan optimalisasi aset, pekerjaan pihak ketiga dan lainnya dengan rincian sebagai berikut:

- **Pendapatan Optimalisasi Aset**  
Pendapatan optimalisasi aset merupakan pendapatan sewa menyewa properti di dalam dan di luar stasiun. Pendapatan ini meliputi sewa sarana, sewa lahan parkir, sewa bufet/kios stasiun, sewa gudang/ruang stasiun, sewa rumah peristirahatan, sewa mes dan wisma, sewa rumah perusahaan, sewa bangunan, dan sewa tanah.
- **Pekerjaan Pihak Ketiga**  
Pekerjaan pihak ketiga merupakan pendapatan yang berasal dari penjualan jasa teknis. Pendapatan ini meliputi perawatan kereta makan, perawatan rangka dasar, dan pendapatan penjualan jasa pekerjaan teknis.
- **Pendapatan Non-Angkutan Lainnya**  
Pendapatan non-angkutan lainnya meliputi periklanan/*advertising*, percetakan, kesehatan medis, pengembalian kas TGR.

### RAILWAY TRANSPORTATION SUPPORTING SERVICES PERFORMANCE

Railway transportation supporting services consist of pre-finish, loading and unloading services, on-train services, and restoration services, among others. Revenue in this segment primarily comes from supply revenue, baggage fees, ticket cancellation administration, loading/unloading, pre-finish services, on-train services, and restoration services from subsidiaries.

In 2024, revenue from supporting services for rail transportation reached Rp1.01 trillion, which is 98.1% of the target. Revenue realization decreased due to a decrease in commodities and the temporary suspension of loading and unloading activities in several relations, which had an impact on loading and unloading revenue.

### NON-TRANSPORTATION SERVICES PERFORMANCE

KAI's non-transportation service segment includes several components, namely asset optimization revenue, third-party work, and others, detailed as follows:

- **Asset Optimization Revenue**  
Asset Optimization Revenue consists of rental income from properties inside and outside stations. It includes rental of Rolling Stock, parking spaces, station buffets/kiosks, warehouses/station rooms, rest houses, dormitories and guesthouses, company houses, buildings, and land.
- **Third-Party Work**  
Third-Party Work consists of revenue from the sale of technical services. It includes the maintenance of dining cars, underframe maintenance, and revenue from the sale of technical work services.
- **Other Non-Transportation Income**  
This includes advertising, printing, medical health services, and TGR cash refunds.

### Kinerja Jasa Non Angkutan

Selama tahun 2024, KAI mencatatkan kinerja jasa non angkutan mengalami kenaikan sebesar 7%.

### Non-Transportation Service Performance

In 2024, KAI recorded an increase in non-transportation service performance of 7%.

### Pendapatan Jasa Non Angkutan

(Dalam ribuan rupiah)

### Non-Transportation Service Revenue

(In thousands of rupiah)

| Uraian /<br>Description                                   | 2024                 | 2023                 | Pertumbuhan / Growth |                            |
|-----------------------------------------------------------|----------------------|----------------------|----------------------|----------------------------|
|                                                           |                      |                      | Nominal /<br>Nominal | Persentase /<br>Percentage |
| Pendapatan optimalisasi aset / Asset Optimization Revenue | 658.136.324          | 649.662.475          | 8.473.849            | 1%                         |
| Pekerjaan pihak ketiga / Third-Party Work                 | 667.799.939          | 606.411.499          | 61.388.440           | 10%                        |
| Lainnya / Others                                          | 574.545.213          | 524.079.321          | 50.465.892           | 10%                        |
| <b>Jumlah / Total</b>                                     | <b>1.900.481.476</b> | <b>1.780.153.295</b> | <b>120.328.181</b>   | <b>7%</b>                  |

### Sarana Produksi

Dalam upaya mendukung usaha Perseroan, KAI juga memiliki beragam sarana atau alat produksi seperti lokomotif, KRDE/I, KRL, kereta dan gerbong. Uraian mengenai sarana produksi KAI untuk tahun 2023 dan 2024 dapat dilihat pada tabel berikut ini.

### Production Rolling Stock

To support the company's operations, KAI has a variety of production Rolling Stock such as locomotives, Diesel Multiple Units (KRDE/I), Electric Multiple Units (KRL), coaches, and freight cars. The details of KAI's production Rolling Stock for 2023 and 2024 can be seen in the following table.

| Uraian /<br>Description         | 2024                 |                            | Realisasi 2023 /<br>2023 Realization | Rasio / Ratio<br>(%) |
|---------------------------------|----------------------|----------------------------|--------------------------------------|----------------------|
|                                 | Anggaran /<br>Budget | Realisasi /<br>Realization |                                      |                      |
| Lokomotif / Locomotive          | 448                  | 464                        | 463                                  | 0,2                  |
| KRDE/I dan KRL / KRDE/I and KRL | 1.129                | 994                        | 1.169                                | (15,0)               |
| Kereta / Train                  | 1.621                | 1.985                      | 1.726                                | 15,0                 |
| Gerbong / Carriage              | 7.055                | 7.725                      | 7.612                                | 1,5                  |
| LRT Jabodebek                   | 186                  | 144                        | 96                                   | 50,0                 |
| <b>Jumlah / Total</b>           | <b>10.439</b>        | <b>11.312</b>              | <b>11.066</b>                        | <b>2,2</b>           |

### Lokomotif

Realisasi siap operasi (SO) lokomotif tahun 2024 terealisasi 464 unit atau 103,6% dari anggaran 448 unit. Ketercapaian ini disebabkan adanya percepatan perawatan sarana lokomotif di Depo dan Balai Yasa sehingga menambah sarana Siap Operasi guna mendukung operasional angkutan Nataru akhir tahun 2024.

### Locomotive

In 2024, the operational readiness (SO) of locomotives was realized at 464 units or 103.6% of the budget of 448 units. This achievement was due to the acceleration of locomotive maintenance at the Depot and Railway Workshops, thus adding Ready for Operation facilities to support Nataru transportation operations at the end of 2024.

### Kereta Rel Diesel (KRD) dan Kereta Rel Listrik (KRL)

Realisasi siap operasi (SO) KRD dan KRL tahun 2024 terealisasi 994 unit atau 88,0% dari anggarannya 1.129 unit. Realisasi di bawah anggaran dikarenakan adanya beberapa rangkaian yang statusnya masuk konservasi dan terdapat beberapa KRL yang sedang dalam perawatan roda.

### Diesel Rail Train (KRD) and Electric Rail Trains (KRL)

In 2024, the operational readiness (SO) of KRD units reached 994 units or 88.0% of the budget of 1,129 units. The realization was below budget due to several series whose status was in conservation and there were several KRLs that were undergoing wheel maintenance.

### Kereta

Realisasi siap operasi (SO) kereta tahun 2024 terealisasi 1.985 unit atau 122,5% dari anggarannya 1.621 unit. Ketercapaian ini dikarenakan adanya beberapa kereta dengan status konservasi sementara diubah statusnya menjadi SG kembali, adanya penambahan kereta baru INKA, dan selesainya beberapa pekerjaan modifikasi kereta makan.

### Gerbong

Realisasi siap operasi (SO) gerbong tahun 2024 terealisasi 7.725 unit atau 109,5% dari anggarannya 7.055 unit. Realisasi di atas anggaran dikarenakan adanya penambahan armada gerbong yang dianggarkan pada tahun sebelumnya, perawatan di Depo dan Balai Yasa tidak mengalami gangguan atau hambatan sehingga tersedia gerbong SO lebih banyak, dan adanya beberapa gerbong dengan status konservasi sementara diubah statusnya menjadi SG kembali.

### LRT

Realisasi siap operasi (SO) LRT tahun 2024 terealisasi 144 unit atau 77,4% dari anggarannya 186 unit. Realisasi di bawah anggaran dikarenakan 2 trainset belum BAST dan 5 trainset masih menunggu sparepart dari INKA.

### Train

In 2024, the operational readiness (SO) for trains was realized at 1,985 units or 122.5% of the budget of 1,621 units. This achievement was due to the fact that several trains with temporary conservation status had their status changed back to SG, the addition of new INKA trains, and the completion of several modification works for the dining car.

### Carriage

In 2024, the operational readiness (SO) of carriages was achieved at 7,725 units or 109.5% of the budget of 7,055 units. The realization above the budget was due to the addition of the carriage fleet budgeted for the previous year, maintenance at the Depot and Balai Yasa did not experience any disruptions or obstacles so that more SO carriages were available, and several carriages with temporary conservation status had their status changed back to SG.

### LRT

In 2024, the operational readiness (SO) for LRT units was realized at 144 units or 77.4% of the budget of 186 units. The realization was below the budget because 2 trainsets had not yet been BAST and 5 trainsets were still waiting for spare parts from INKA.

### Produksi Kilometer

(Sasaran Produksi Kilometer)

### Kilometer Production

(Kilometer Production Target)

| Uraian /<br>Description                                   | Realisasi<br>Anggaran<br>Tahun 2024 /<br>Realization of the<br>2024 Budget | Realisasi<br>Anggaran<br>Tahun 2023 /<br>Realization of the<br>2023 Budget | Realisasi /<br>Realization | Rasio / Ratio<br>(%) |
|-----------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------|----------------------|
| <b>Kilometer - Penumpang / Kilometers - Passengers</b>    |                                                                            |                                                                            |                            |                      |
| KA Utama Kelas Eksekutif / Executive Class Main Train     | 5.044.190                                                                  | 5.113.034                                                                  | 4.787.428                  | 6,8                  |
| KA Utama Kelas Bisnis / Business Class Main Train         | 505.844                                                                    | 535.559                                                                    | 484.820                    | 10,5                 |
| KA Utama Kelas Ekonomi / Economy Class Main Train         | 8.310.699                                                                  | 8.979.914                                                                  | 7.952.961                  | 12,9                 |
| KA Lokal Ekonomi / Economy Local Train                    | 14.051.796                                                                 | 14.141.652                                                                 | 12.392.332                 | 14,1                 |
| <b>Jumlah / Total</b>                                     | <b>27.912.529</b>                                                          | <b>28.770.159</b>                                                          | <b>12.392.332</b>          | <b>12,3</b>          |
| <b>Kilometer-Ton Barang / Kilometer - Tons of Freight</b> |                                                                            |                                                                            |                            |                      |
| Batu Bara / Coal                                          | 15.060.827                                                                 | 15.619.044                                                                 | 14.393.925                 | 8,5                  |
| Peti Kemas / Container                                    | 2.986.363                                                                  | 3.159.931                                                                  | 2.780.592                  | 13,6                 |
| BBM / Fuel                                                | 394.804                                                                    | 422.150                                                                    | 406.042                    | 4,0                  |
| Semen / Cement                                            | 467.951                                                                    | 420.355                                                                    | 633.073                    | (33,6)               |
| General Cargo dan BHP / General Cargo and BHP             | 191.892                                                                    | 137.703                                                                    | 129.767                    | 6,1                  |
| Lainnya / Others                                          | 241.853                                                                    | 236.416                                                                    | 219.529                    | 7,7                  |
| <b>Jumlah / Total</b>                                     | <b>19.343.689</b>                                                          | <b>19.995.600</b>                                                          | <b>18.562.928</b>          | <b>7,7</b>           |

### Kilometer Angkutan Penumpang

Realisasi sebesar 28.770.159 Km-pnp atau 103,1% dari anggarannya sebesar 27.912.529 Km-pnp. Kilometer penumpang adalah perkalian antara kilometer tempuh dengan jumlah volume penumpang. Realisasi di atas anggaran, dikarenakan tercapainya target volume penumpang KRL dan volume KA jarak jauh lainnya, serta terdapat rerouting KA Argo Parahyangan menjadi KA rute baru dengan jarak lebih jauh, perpanjangan relasi KA Blambangan Ekspres sampai dengan Stasiun Pasarsenen dan Perpanjangan relasi KA Bandara BIAS semula relasi Klaten - Stasiun Bandara Adi Soemarmo menjadi Stasiun Bandara Adi Soemarmo - Madiun per 10 Desember 2024.

### Kilometer Ton Angkutan Barang

Secara total realisasi sebesar 19.995.600 Km-ton atau 103,4% dari anggarannya sebesar 19.343.689 Km-ton. Kilometer ton angkutan barang adalah perkalian antara kilometer tempuh dengan jumlah ton. Realisasi km-ton barang di atas anggaran dikarenakan oleh:

- Tercapainya Angkutan Batubara PT BA Tarahan dan Kertapati;
- Terdapat kerjasama dengan mitra baru peti kemas di tahun berjalan;
- Peningkatan Angkutan BBM di beberapa daerah

### Passenger Transportation Kilometers

The total achieved was 28,770,159 Km-pnp, which is 103.1% of the budgeted amount of 27,912,529 Km-pnp. Passenger kilometers are calculated by multiplying the kilometers traveled by the number of passengers. The budget surplus is attributed to several factors, including the successful achievement of KRL passenger targets and an increase in long-distance train volumes. Additionally, the rerouting of the Argo Parahyangan train to a longer route, the extension of the Blambangan Ekspres train service to Pasarsenen Station, and the expansion of the BIAS Airport Train service, which now travels from Adi Soemarmo Airport Station to Madiun instead of just from Klaten to Adi Soemarmo Airport Station, effective December 10, 2024, all contributed to this increase.

### Freight Transportation Ton Kilometers

The total achieved was 19,995,600 Km-tons, which is 103.4% of the budgeted amount of 19,343,689 Km-tons. Kilometer-tons for goods transport are calculated by multiplying the kilometers traveled by the number of tons transported. The reasons for exceeding the budget include:

- Successful transportation of coal by PT BA at Tarahan and Kertapati.
- New partnerships established with container transport companies this year.
- An increase in fuel transportation across several areas.

### Kinerja Pelayanan dan Keselamatan

### Service and Safety Performance

| No | Uraian /<br>Description                 | Satuan /<br>Unit         | Realisasi<br>2023 / 2023<br>Realization | Tahun / Year 2024        |                            | Rasio / Ratio<br>(%) |
|----|-----------------------------------------|--------------------------|-----------------------------------------|--------------------------|----------------------------|----------------------|
|    |                                         |                          |                                         | Toleransi /<br>Tolerance | Realisasi /<br>Realization | (6-4):4              |
| 1  | 2                                       | 3                        | 4                                       | 5                        | 6                          |                      |
| 1  | WPG (Rata-rata)* / WPG (Average)*       | Hari / Day               | 1,69                                    | 2,01                     | 1,44                       | (14,6)               |
| 2  | Lokomotif Mogok / Locomotive Breakdowns | Frekuensi /<br>Frequency | 207                                     | 509                      | 218                        | 5,3                  |
| 3  | Kecelakaan KA / Train Accideng          | Frekuensi /<br>Frequency | 8                                       | 11                       | 5                          | (37,5)               |

\*) Untuk bagian ini, semakin tinggi fakta menunjukkan kinerja yang menurun / The higher the value of this factor, the worse the performance was.

### Waktu Peredaran Gerbong (WPG)

Realisasi waktu peredaran gerbong rata-rata 1,44 hari atau 71,8% terhadap toleransi yaitu 2,01 hari. Fakta di bawah toleransi menandakan kinerja operasi baik hal ini dikarenakan terpenuhinya gerbong SO untuk memenuhi stamformasi KA barang atas permintaan customer, berkurangnya kelambatan KA barang, serta memaksimalkan penggunaan gerbong SO, dan program WPG 2024.

### Carriage Circulation Time (WPG)

The average carriage circulation time achieved is 1.44 days, which represents 71.8% of the tolerance limit of 2.01 days. This performance, being below the tolerance threshold, indicates good operational efficiency. This success can be attributed to the effective deployment of SO carriages to meet freight train transformations as requested by customers. Additionally, it reflects reduced delays in freight trains, maximized utilization of SO carriages, and the initiatives outlined in the 2024 WPG program.



### Lokomotif Mogok

Realisasi frekuensi lokomotif mogok tahun 2024 terdapat 218 kejadian atau 42,8% terhadap normal kendalanya (toleransi) sebanyak 509 kejadian. Realisasi lokomotif mogok di bawah toleransi. Kategori gangguan yang terjadi pada lokomotif selama tahun 2024 yaitu sistem kontrol listrik (L) 74 kali, motor diesel (MD) 61 kali, traksi motor (TM) 31 kali, sistem udara tekan (SUT) 18 kali, main generator (MG) 14 kali, Gubernur (GOV) sebanyak 9 kali, mekanik bawah (MB) 7 kali, dan mekanik atas (MA) 4 kali. Fakta di bawah toleransi menunjukkan kinerja yang lebih baik, disebabkan karena peningkatan frekuensi perawatan lokomotif yang dilakukan secara berkala dan optimal serta adanya kontrak kerjasama spare part perawatan sarana dengan pabrik.

### Kecelakaan KA

Selama periode tahun 2024 terjadi 5 kali kejadian kecelakaan KA yang terdiri dari: Daop 1 Jakarta 1 kejadian, Daop 2 Bandung 2 kejadian, Daop 8 Surabaya 1 kejadian, dan Divre I Sumatera Utara 1 kejadian. Manajemen senantiasa melakukan evaluasi penyebab kecelakaan tersebut dan memastikan kejadian tersebut tidak terjadi lagi melalui koordinasi dengan pihak eksternal, memastikan budaya keselamatan telah dipahami dan diterapkan oleh seluruh Insan KAI, serta mengimplementasikan sistem manajemen keselamatan perkeretaapian.

### Kinerja Pelayanan dan Keselamatan

Manajemen memastikan kejadian tersebut tidak terjadi lagi melalui koordinasi dengan pihak eksternal serta memastikan budaya keselamatan telah dipahami dan diterapkan oleh seluruh Insan KAI.

### Locomotive Breakdowns

In 2024, there were 218 incidents of locomotive breakdowns, which is 42.8% of the expected norm (tolerance) of 509 incidents. This figure is below the tolerance limit, indicating improved performance. The breakdown incidents were categorized as follows: electrical control system (L) - 74 times, diesel motor (MD) - 61 times, traction motor (TM) - 31 times, compressed air system (SUT) - 18 times, main generator (MG) - 14 times, governor (GOV) - 9 times, lower mechanics (MB) - 7 times, and upper mechanics (MA) - 4 times. This improved performance is due to an increase in the frequency and quality of periodic locomotive maintenance, as well as a cooperative maintenance contract for spare parts with the manufacturer.

### Train Accidents

In 2024, there were a total of 5 train accidents: 1 incident in Daop 1 Jakarta, 2 incidents in Daop 2 Bandung, 1 incident in Daop 8 Surabaya, and 1 incident in Divre I North Sumatra. Management is actively evaluating the causes of these accidents to prevent future occurrences. This includes coordination with external parties, ensuring that a safety culture is properly understood and implemented by all KAI personnel, and the execution of a comprehensive railway safety management system.

### Service and Safety Performance

Management is committed to preventing future incidents through collaboration with external parties and by reinforcing a safety culture that is well understood and implemented by all KAI personnel.

| No                                    | Uraian /<br>Description                                                        | Satuan /<br>Unit                 | Fakta tahun<br>2023 / 2023<br>Facts | Tahun / Year 2024**      |                    | Rasio* / Ratio*   |                    |
|---------------------------------------|--------------------------------------------------------------------------------|----------------------------------|-------------------------------------|--------------------------|--------------------|-------------------|--------------------|
|                                       |                                                                                |                                  |                                     | Toleransi /<br>Tolerance | Fakta /<br>Facts   | (6-4):4           | 6:05               |
| 1                                     | 2                                                                              | 3                                | 4                                   | 5                        | 6                  | 7                 | 8                  |
| Rata-rata Kelambatan / Average Delays |                                                                                |                                  |                                     |                          |                    |                   |                    |
| 1                                     | a. KA Penumpang / Passenger Train<br>Berangkat / Departure<br>Datang / Arrival | menit / minute<br>menit / minute | 0,40<br>(0,12)                      | 0,3<br>2,00              | 0,09<br>(3,54)     | (77,3%)<br>2.850% | 30%<br>(176,9%)    |
| 2                                     | b. KA Barang / Freight Train<br>Berangkat / Departure<br>Datang / Arrival      | menit / minute<br>menit / minute | (83,61)<br>(66,92)                  | 5,00<br>10,00            | (76,37)<br>(75,41) | (8,66%)<br>12,69% | (1,527%)<br>(754%) |

\*) Persentase kurang dari 100% menunjukkan kinerja meningkat/lebih baik, lebih dari 100% menunjukkan kinerja yang menurun / A percentage less than 100% indicates improved/better performance, while more than 100% indicates declining performance

\*\*) Fakta dengan nilai negatif menunjukkan waktu KA berangkat dan datang lebih awal dari waktu yang ditetapkan / Facts with negative values indicate that the train departed and arrived earlier than the scheduled time

| No                                               | Uraian /<br>Description                                                        | Fakta tahun<br>2023 / 2023<br>Facts | Fakta tahun<br>2023 | Tahun / Year 2024        |                    | Rasio / Ratio  |                    |
|--------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------|---------------------|--------------------------|--------------------|----------------|--------------------|
|                                                  |                                                                                |                                     |                     | Toleransi /<br>Tolerance | Fakta* /<br>Facts* | (6-4):4        | 6:05               |
| 1                                                | 2                                                                              | 3                                   | 4                   | 5                        | 6                  | 7              | 8                  |
| <b>Rata-rata Ketepatan / Average Punctuality</b> |                                                                                |                                     |                     |                          |                    |                |                    |
| 1                                                | a. KA Penumpang / Passenger Train<br>Berangkat / Departure<br>Datang / Arrival | %<br>%                              | 99,54<br>93,98      | 99,10<br>92,00           | 99,77<br>96,05     | 0,23%<br>2,20% | 100,68%<br>104,4%  |
| 2                                                | b. KA barang / Freight Train<br>Berangkat / Departure<br>Datang / Arrival      | %<br>%                              | 87,00<br>83,00      | 88,00<br>85,00           | 95,12<br>90,18     | 1,94%<br>3,05% | 108,09%<br>106,09% |

\*) Nilai Fakta mendekati 100% menunjukkan kinerja yang meningkat/lebih baik / A Fact value close to 100% indicates improved/better performance

## RATA-RATA KELAMBATAN KA

### Kelambatan KA Penumpang

KA penumpang berangkat mengalami rata-rata keterlambatan 0,09 menit dari toleransi 0,30 menit, sedangkan KA penumpang datang mengalami rata-rata keterlambatan (3,54) menit dari toleransi 2,00 menit. Realisasi persentase kelambatan KA penumpang berangkat berada di atas toleransi disebabkan oleh optimalnya kesiapan dari sarana yang dipergunakan, keandalan prasarana, pengaturan flow penumpang dan informasi kepada penumpang di stasiun keberangkatan yang baik, keteraturan dalam pengaturan dan pengendalian operasi KA, serta rendahnya gangguan yang terjadi di stasiun-stasiun keberangkatan KA.

### Kelambatan KA Barang

KA barang berangkat mengalami rata-rata keterlambatan (76,37) menit dari toleransi 5,00 menit, sedangkan KA barang datang mengalami rata-rata keterlambatan (75,41) menit dari toleransi 10,00 menit. Realisasi persentase kelambatan KA barang berangkat berada di atas toleransi yang disebabkan oleh optimalisasi kapasitas emplasemen stasiun keberangkatan KA barang yang didukung oleh keandalan sarana dan prasarana serta peran dari unit angkutan barang dalam koordinasi dan pemberian informasi kepada ekspenditur atau pengguna jasa angkutan KA barang.

## RATA-RATA KETEPATAN KA

### Ketepatan KA Penumpang

KA penumpang berangkat mengalami rata-rata ketepatan 99,77% menit dari toleransi 99,10 menit, sedangkan KA penumpang datang mengalami rata-rata ketepatan 96,05 menit dari toleransi 92,00 menit. Realisasi persentase ketepatan KA penumpang berangkat berada di atas toleransi

## AVERAGE TRAIN DELAY

### Passenger Train Delay

Passenger trains departing experienced an average delay of 0.09 minutes, exceeding the tolerance of 0.30 minutes. Meanwhile, passenger trains arriving had an average delay of (3.54) minutes, also surpassing the tolerance of 2.00 minutes. The percentage of departing passenger trains that exceeded the delay tolerance was attributed to the optimal readiness of the facilities used, the reliability of the infrastructure, the arrangement of passenger flow and information to passengers at the departure station which was good, the regularity in the arrangement and control of train operations, and the low level of disruptions that occurred at the train departure stations.

### Freight Train Delay

Freight trains departing experienced an average delay of (76.37) minutes, exceeding the tolerance of 5.00 minutes. On the other hand, freight trains arriving had an average delay of (75.41) minutes, which was above the tolerance of 10.00 minutes. The percentage of departing freight trains that exceeded the delay tolerance was due to the optimization of the capacity of the freight train departure station yard supported by the reliability of facilities and infrastructure as well as the role of the freight transportation unit in coordinating and providing information to expeditors or users of freight train transportation services.

## AVERAGE TRAIN PUNCTUALITY

### Passenger Train Punctuality

Departing passenger trains had an average punctuality of 99.77 minutes, from a tolerance of 99.10 minutes. Arrival passenger trains experienced an average punctuality of 96.05 minutes, from a tolerance of 92.00 minutes. The percentage of departing passenger trains achieving punctuality above

disebabkan oleh rendahnya gangguan yang disebabkan oleh unit sarana dan prasarana, ketepatan dalam pengaturan dan pengendalian operasi KA walaupun masih terjadi gangguan yang disebabkan oleh faktor eksternal dan Alam (*Uncontrollable*).

### Ketepatan KA Barang

KA barang berangkat mengalami rata-rata ketepatan 95,12 menit dari toleransi 88,00 menit, sedangkan KA barang datang mengalami rata-rata ketepatan 90,18 menit dari toleransi 85,00 menit. Realisasi persentase ketepatan KA barang berangkat berada di atas toleransi yang disebabkan oleh rendahnya gangguan yang disebabkan oleh unit sarana dan prasarana, ketepatan dalam pengaturan dan pengendalian operasi KA walaupun masih terjadi gangguan yang disebabkan oleh faktor eksternal dan Alam (*Uncontrollable*).

the tolerance was caused by the facilities and infrastructure units, accuracy in the arrangement and control of train operations even though there were still disruptions caused by external and natural factors (*Uncontrollable*).

### Freight Train Punctuality

Departing freight trains experienced an average punctuality of 95.12 minutes, compared to a tolerance of 88.00 minutes. Meanwhile, arrival freight trains had an average punctuality of 90.18 minutes relative to a tolerance of 85.00 minutes. The percentage of departing freight trains attaining punctuality above the tolerance was caused by the facilities and infrastructure units, accuracy in the arrangement and control of train operations even though disruptions caused by external and natural factors (*Uncontrollable*) still occurred.

### Utilisasi Angkutan

### Transportation Utilization

| Uraian /<br>Description                               | Realisasi 2023 / 2023 Realization         |                                                |                                       | Tahun 2024 / Year 2024                    |                                                |                                       |                                           |                                                |                                       | Rasio (%) / Ratio |       |
|-------------------------------------------------------|-------------------------------------------|------------------------------------------------|---------------------------------------|-------------------------------------------|------------------------------------------------|---------------------------------------|-------------------------------------------|------------------------------------------------|---------------------------------------|-------------------|-------|
|                                                       | Volume<br>(Orang)<br>/ Volume<br>(People) | Kapasitas<br>(Orang)<br>/ Capacity<br>(People) | Okupansi<br>(%) /<br>Occupancy<br>(%) | Anggaran / Budget                         |                                                |                                       | Realisasi / Realization                   |                                                |                                       | (10-4):4          | 10:7  |
|                                                       |                                           |                                                |                                       | Volume<br>(Orang)<br>/ Volume<br>(People) | Kapasitas<br>(Orang)<br>/ Capacity<br>(People) | Okupansi<br>(%) /<br>Occupancy<br>(%) | Volume<br>(Orang)<br>/ Volume<br>(People) | Kapasitas<br>(Orang)<br>/ Capacity<br>(People) | Okupansi<br>(%) /<br>Occupancy<br>(%) |                   |       |
| 1                                                     | 2                                         | 3                                              | 4                                     | 5                                         | 6                                              | 7                                     | 8                                         | 9                                              | 10                                    | 11                | 12    |
| PT KAI Konsolidasi                                    |                                           |                                                |                                       |                                           |                                                |                                       |                                           |                                                |                                       |                   |       |
| KA Utama Kelas Eksekutif / Executive Class Main Train | 16.427.175                                | 21.660.578                                     | 75,8                                  | 18.713.274                                | 24.648.874                                     | 75,9                                  | 18.923.496                                | 25.276.410                                     | 74,9                                  | (1,3)             | 98,6  |
| KA Utama Kelas Bisnis / Business Class Main Train     | 1.642.947                                 | 2.058.932                                      | 79,8                                  | 1.719.635                                 | 2.148.864                                      | 80,0                                  | 1.804.265                                 | 2.084.267                                      | 86,6                                  | 8,5               | 108,2 |
| KA Utama Kelas Ekonomi / Economy Class Main Train     | 27.233.710                                | 28.871.436                                     | 94,3                                  | 28.286.026                                | 28.322.392                                     | 99,9                                  | 30.524.135                                | 28.902.339                                     | 105,6                                 | 12,0              | 105,7 |
| Jumlah / Total                                        | 45.303.833                                | 52.590.946                                     | 86,1                                  | 48.718.935                                | 55.120.130                                     | 88,4                                  | 51.251.896                                | 56.263.016                                     | 91,1                                  | 5,7               | 103,1 |
| KA Lokal Kelas Ekonomi / Economy Class Local Train    | 343.472.771                               | 837.956.486                                    | 41,0                                  | 391.400.591                               | 911.947.121                                    | 42,9                                  | 402.091.293                               | 879.036.485                                    | 45,7                                  | 11,6              | 106,6 |
| Jumlah / Total                                        | 388.776.604                               | 890.547.432                                    | 43,7                                  | 440.119.526                               | 967.067.251                                    | 45,5                                  | 453.343.189                               | 935.299.501                                    | 48,5                                  | 11,0              | 106,5 |

### Okupansi KA Penumpang

Sepanjang tahun 2024 okupansi KA penumpang terealisasi sebesar 48,5 %, naik sebesar 11,0% dari tahun 2023 sebesar 43,7%. Jumlah ini berada di atas target yaitu 48,5% atau tercapai 106,5% dari anggaran yang telah ditetapkan sebesar 45,5%. Hal ini disebabkan oleh animo masyarakat

### Passenger Train Occupancy

Throughout 2024, passenger train occupancy was realized at 48.5%, up 11.0% from 2023 at 43.7%. This number is above the target of 48.5% or 106.5% of the budget that has been set at 45.5%. This is due to the increasing enthusiasm of the public and foreign tourists to use the railway transportation mode

dan wisatawan asing menggunakan moda jasa angkutan kereta api meningkat sehingga okupansi penumpang juga mulai bertambah, juga dampak dari banyaknya libur dan cuti bersama yang ditetapkan oleh Pemerintah sehingga merangsang pertumbuhan jumlah penumpang pada *peak season* dan memungkinkan untuk dilakukan penambahan frekuensi dan maksimalisasi stamformasi disesuaikan dengan *demand*.

### ASPEK PEMASARAN

Menghadapi dinamika pasar yang semakin kompetitif, Perseroan terus berupaya memperkuat strategipemasarannya secara terintegrasi. Fokus utama KAI adalah melanjutkan strategi penetrasi pasar yang sudah berjalan sebelumnya baik pada angkutan penumpang maupun angkutan barang. Langkah ini dilakukan untuk memastikan produk dan layanan Perseroan dapat menjangkau target konsumen secara efektif dan berkelanjutan.

KAI memiliki media sosial, *website* dan *Access by KAI* sebagai sarana komunikasi terkait produk dan jasa. KAI juga mengomunikasikan perkembangan ketentuan-ketentuan yang berlaku sebagai syarat naik kereta api serta informasi layanan terbaru dari KAI. KAI melakukan penjualan secara langsung kepada konsumen melalui sejumlah *event* dan kegiatan promosi.

Terdapat 2 (dua) aspek pemasaran yang dilakukan oleh KAI yaitu pemasaran *above the line* dan pemasaran *below the line*. Pemasaran *above the line* dilakukan dengan cara sosialisasi dan promosi melalui media sosial dengan memanfaatkan trafik tinggi sehingga dapat langsung berinteraksi dengan target konsumen melalui media sosial dan media internal KAI. KAI juga membuat video berisi konten liputan khusus, peluncuran fitur *Access by KAI*, maupun inovasi terbaru dari KAI lainnya yang ditayangkan melalui media sosial, di stasiun-stasiun, serta di kereta api.

Sedangkan aspek pemasaran *below the line* dilakukan dengan sosialisasi maupun aktivasi yang meningkatkan *brand image* KAI. Misalnya melalui *event* yang dijalankan dengan menyasar kaum milenial, meningkatkan *engagement* KAI dengan pelanggan dengan kegiatan *Sapa Pelanggan*; *surprise gift* bagi pelanggan yang *loyal*; *member Access by KAI*; serta melakukan *sponsorship* untuk menambah aktivasi bagi pengguna KAI *Access*.

so that passenger occupancy has also started to increase, as well as the impact of the many holidays and joint leave set by the Government so that it stimulates the growth of the number of passengers during the peak season and allows for additional frequencies and maximization of stamformation adjusted to demand.

### MARKETING ASPECT

In response to increasingly competitive market dynamics, the Company is committed to strengthening its integrated marketing strategy. KAI's primary focus is to continue the market penetration strategies for both passenger and freight transportation, ensuring that the Company's products and services effectively and sustainably reach target consumers.

KAI utilizes social media, a dedicated website, and the *Access by KAI* application to communicate information about its products and services. They also provide updates on policies and conditions for boarding trains, along with the latest service information. Direct sales to consumers are conducted through various events and promotional activities.

KAI employs 2 (two) marketing strategies: above-the-line marketing and below-the-line marketing. Above-the-line marketing includes social media outreach and promotions utilizing high-traffic platforms, ensuring that KAI's internal media can directly interact with target consumers. KAI produces videos featuring special coverage, launches of the *Access by KAI* feature, and other innovations, which are shared on social media, at train stations, and on trains.

Below-the-line marketing is carried out through outreach and activation activities to enhance KAI's brand image. This includes events targeting millennials, customer engagement initiatives like *Sapa Pelanggan*, surprise gifts for loyal customers, *Access by KAI* membership benefits, and sponsorship activities to enhance KAI *Access* user engagement.



### Integrasi dan Aliansi

KAI terus berupaya meningkatkan kerja sama dengan berbagai pihak untuk memaksimalkan saluran penjualan, baik di *channel Business to Business (B2B)* dan *e-commerce*. Sepanjang tahun 2024 KAI menjalin kerja sama mitra B2B dan mitra lainnya guna meningkatkan layanan di *Access by KAI*. Selain itu, KAI juga menjalin kerja sama intermoda untuk layanan *first mile* dan *last mile* untuk memberikan pelayanan lebih kepada pelanggan. KAI juga telah melakukan integrasi dengan sejumlah pihak ketiga.

### Strategi Harga

KAI telah menerapkan strategi penentuan tarif harga pada segmen angkutan penumpang, dengan rincian sebagai berikut:

1. *Setting* tarif masih pada *range* TBA (Tarif Batas Atas)–TBB (Tarif Batas Bawah).
2. Penyesuaian tarif pada masa *low* dan *peak season*.
3. Penerapan tarif promo pada masa- masa tertentu.
4. Promosi tarif khusus.
5. Memberikan potongan harga tiket bagi lansia, wartawan dan berbagai instansi lainnya yang sudah bekerja sama dengan Perusahaan (TNI, POLRI, LVRI, Alumni dan Civitas Universitas).

### Pemasaran & Branding

Dalam mencapai visi dan misinya, KAI telah merumuskan sejumlah inisiatif strategis dan juga *enabler* untuk KAI. KAI berhasil mengembangkan *enablers* yang mencakup Budaya & SDM, Manajemen Sarana, Manajemen Prasarana & Fasilitas, Manajemen Pihak eksternal, Ketangguhan Finansial, Teknologi Informasi, Keunggulan Operasi serta pemasaran & *Branding*. Adapun langkah pemasaran dan *branding* yang dilakukan oleh KAI di antaranya:

#### Pemasaran

- *Targeted campaigns* dengan *marketing automation*.
- *Cross-promotion* dan *marketing* bersama dengan mitra usaha (termasuk mitra transportasi antarmoda).
- Implementasi *green-oriented marketing*.
- Pengembangan dan implementasi customer reward and appreciation program.
- Layanan Entertainment *on Board*.

#### Branding

- Penyusunan strategi komunikasi jangka panjang.
- Pemenuhan KPI TJSL yang telah ditetapkan oleh RUPS setiap tahun.

### Integration and Alliances

KAI is committed to improving cooperation with various stakeholders to maximize sales channels for both Business to Business (B2B) and e-commerce. Throughout 2024, KAI collaborated with B2B partners and others to enhance services through Access by KAI. In addition, KAI also established intermodal cooperation for first mile and last mile services to provide better service to customers. KAI has also integrated with a number of third parties.

### Pricing Strategy

KAI has implemented a pricing strategy for the passenger transportation segment, which includes the following components:

1. Tariff setting within the range of TBA (Upper Limit Tariff) to TBB (Lower Limit Tariff).
2. Adjustments to tariffs during low and peak seasons.
3. Special promotional tariffs during certain periods.
4. Specific tariff promotions.
5. Ticket discounts for the elderly, journalists, and various agencies collaborating with the Company, including TNI, POLRI, LVRI, and university alumni.

### Marketing & Branding

To achieve its vision and mission, KAI has formulated several strategic initiatives and enablers. The Company has developed supports that include Culture & HR, Facilities Management, Infrastructure & Facilities Management, External Party Management, Financial Resilience, Information Technology, Operational Excellence, and Marketing & Branding. KAI's marketing and branding initiatives include:

#### Marketing

- Targeted campaigns utilizing marketing automation.
- Cross-promotion with business partners, including those in intermodal transportation.
- Implementation of green-oriented marketing.
- Development of customer reward and appreciation programs.
- Onboard entertainment services.

#### Branding

- Long-term communication strategy development.
- Fulfillment of CSR KPIs set by the GMS each year.

## Tinjauan Keuangan

### Financial Review

Kinerja keuangan KAI sepanjang tahun 2024 menunjukkan performa yang baik. Kinerja keuangan Perseroan mengacu pada Laporan Keuangan Konsolidasian PT Kereta Api Indonesia (Persero) untuk tahun yang berakhir pada 31 Desember 2024 dan 2023. Laporan Keuangan disusun sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia dan telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, mawar dan Rekan dengan opini wajar dalam semua hal yang material.

KAI's financial performance throughout 2024 showed positive performance. The Company's financial performance refers to the Consolidated Financial Statements of PT Kereta Api Indonesia (Persero) for the years ended December 31, 2024 and 2023. The Financial Statements are prepared in accordance with the Financial Accounting Standards applicable in Indonesia and have been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar, and Rekan with a fair opinion in all material respects.

## Laporan Posisi Keuangan Konsolidasian

### Consolidated Statement of Financial Position

(Dalam ribuan rupiah, kecuali dinyatakan lain)

(In thousands of Rupiah, unless otherwise stated)

| Uraian /<br>Description                                                                         | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                                                                                 |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Aset / Assets                                                                                   |                |                |                                               |                            |
| Aset Lancar / Current Assets                                                                    |                |                |                                               |                            |
| Kas dan Setara Kas / Cash and Cash Equivalents                                                  | 4.925.957.175  | 5.138.571.482  | (212.614.307)                                 | (4,14)                     |
| Dana Dibatasi Penggunaannya / Restricted Funds                                                  | 3.295.188.104  | 2.587.812.673  | 707.375.431                                   | 27,33                      |
| Piutang Usaha / Trade Receivable                                                                |                |                |                                               |                            |
| Pihak Berelasi / Related Parties                                                                | 1.985.883.347  | 1.253.114.802  | 732.768.545                                   | 58,48                      |
| Pihak Ketiga / Third Parties                                                                    | 573.662.691    | 616.479.973    | (42.817.282)                                  | (6,95)                     |
| Piutang Lain-lain / Other Receivables                                                           | 2.486.934.641  | 61.586.990     | 2.425.347.651                                 | 3.938,08                   |
| Persediaan / Inventories                                                                        | 1.218.052.741  | 1.528.349.171  | (310.296.430)                                 | (20,30)                    |
| Pendapatan Masih Akan Diterima / Accrued Income                                                 | 1.245.468.638  | 763.740.040    | 481.728.598                                   | 63,07                      |
| Uang Muka dan Biaya Dibayar di Muka / Advances and Prepaid Expenses                             | 321.681.052    | 260.184.522    | 61.496.530                                    | 23,64                      |
| Pajak Dibayar di Muka / Prepaid Taxes                                                           | 633.843.523    | 690.300.423    | (56.456.900)                                  | (8,18)                     |
| Aset Lancar Lainnya / Other Current Assets                                                      | 138.904.445    | 123.701.643    | 15.202.802                                    | 12,29                      |
| Jumlah Aset Lancar / Total Current Assets                                                       | 16.825.576.357 | 13.023.841.719 | 3.801.734.638                                 | 29,19                      |
| Aset Tidak Lancar / Non-Current Assets                                                          |                |                |                                               |                            |
| Piutang Lain-lain / Other Receivables                                                           | 7.149.335.122  | -              | 7.149.335.122                                 | 100,00                     |
| Pendapatan masih akan diterima - Jangka Panjang /<br>Accrued income – Long-Term                 | 1.995.822.564  | -              | 1.995.822.564                                 | 100,00                     |
| Uang Muka Jangka Panjang / Long-Term Prepaid                                                    | 1.563.252.080  | 3.093.767.915  | (1.530.515.835)                               | (49,47)                    |
| Investasi Entitas Asosiasi dan Ventura Bersama / Investment<br>in Associates and Joint Ventures | 6.274.420.906  | 5.808.370.149  | 466.050.757                                   | 8,02                       |
| Investasi Jangka Panjang / Long-Term Investment                                                 | 58.977.487     | 35.747.769     | 23.229.718                                    | 64,98                      |
| Aset Pajak Tangguhan / Deferred Tax Assets                                                      | 1.642.777.316  | 1.216.932.650  | 425.844.666                                   | 34,99                      |
| Aset Tetap / Fixed Assets                                                                       | 29.405.153.433 | 26.370.631.004 | 3.034.522.429                                 | 11,51                      |
| Properti Investasi / Investment Properties                                                      | 321.065.134    | 246.905.669    | 74.159.465                                    | 30,04                      |

| Uraian /<br>Description                                                                                                                    | 2024                  | 2023                  | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------------------------------|----------------------------|
|                                                                                                                                            |                       |                       | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Hak Pengoperasian Aset Prasarana / Infrastructure Assets Operating Rights                                                                  | 30.649.008.325        | 30.697.675.664        | (48.667.339)                                  | (0,16)                     |
| Aset Tak Berwujud / Intangible Assets                                                                                                      | 893.669.116           | 576.231.411           | 317.437.705                                   | 55,09                      |
| Aset Hak Guna / Right of Use Asset                                                                                                         | 111.923.748           | 92.152.320            | 19.771.428                                    | 21,46                      |
| Aset Tidak Lancar Lainnya / Other Non-Current Assets                                                                                       | 208.144.284           | 212.057.103           | (3.912.819)                                   | (1,85)                     |
| <b>Jumlah Aset Tidak Lancar / Total Non-Current Assets</b>                                                                                 | <b>80.273.549.515</b> | <b>68.350.471.654</b> | <b>11.923.077.861</b>                         | <b>17,44</b>               |
| <b>Jumlah Aset / Total Assets</b>                                                                                                          | <b>97.099.125.872</b> | <b>81.374.313.373</b> | <b>15.724.812.499</b>                         | <b>19,32</b>               |
| <b>Liabilitas dan Ekuitas / Liabilities and Equity</b>                                                                                     |                       |                       |                                               |                            |
| <b>Liabilitas Jangka Pendek / Current Liabilities</b>                                                                                      |                       |                       |                                               |                            |
| <b>Utang Usaha / Trade Payables</b>                                                                                                        |                       |                       |                                               |                            |
| Pihak Berelasi / Related Parties                                                                                                           | 1.796.057.807         | 4.976.299.233         | (3.180.241.426)                               | (63,91)                    |
| Pihak Ketiga / Third Parties                                                                                                               | 2.262.552.410         | 2.394.977.405         | (132.424.995)                                 | (5,53)                     |
| Beban Akrua dan Provisi / Accrued Expenses and Provisions                                                                                  | 2.545.123.471         | 2.203.317.939         | 341.805.532                                   | 15,51                      |
| Utang Pajak / Taxes Payable                                                                                                                | 1.611.923.102         | 621.745.503           | 990.177.599                                   | 159,26                     |
| Pendapatan Diterima di Muka / Unearned Revenue                                                                                             | 1.530.900.962         | 1.281.637.698         | 249.263.264                                   | 19,45                      |
| Liabilitas Imbalan Kerja / Employee Benefits Liabilities                                                                                   | 1.426.617.462         | 1.295.541.970         | 131.075.492                                   | 10,12                      |
| Pinjaman Bank Jangka Pendek / Short-Term Bank Loans                                                                                        | 3.070.227.509         | 1.388.523.138         | 1.681.704.371                                 | 121,11                     |
| <b>Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Long Term Loans Maturing</b>                                                |                       |                       |                                               |                            |
| Liabilitas Sewa / Lease Liabilities                                                                                                        | 49.736.108            | 36.504.861            | 13.231.247                                    | 36,25                      |
| Pinjaman Jangka Panjang / Short-Term Loans                                                                                                 | 1.685.333.403         | 1.294.613.508         | 390.719.895                                   | 30,18                      |
| Pinjaman Program PEN / PEN Program Loan                                                                                                    | 473.958.333           | 437.500.000           | 36.458.333                                    | 8,33                       |
| Utang Obligasi / Bonds Payable                                                                                                             | -                     | 1.898.852.925         | (1.898.852.925)                               | (100,00)                   |
| Liabilitas Jangka Pendek Lainnya / Other Current Liabilities                                                                               | 93.508.935            | 91.802.000            | 1.706.935                                     | 1,86                       |
| <b>Jumlah Liabilitas Jangka Pendek / Total Current Liabilities</b>                                                                         | <b>16.545.939.502</b> | <b>17.921.316.180</b> | <b>(1.375.376.678)</b>                        | <b>(7,67)</b>              |
| <b>Liabilitas Jangka Panjang / Non-Current Liabilities</b>                                                                                 |                       |                       |                                               |                            |
| Pendapatan Diterima di Muka / Unearned Revenue                                                                                             | 797.211.219           | 834.563.297           | (37.352.078)                                  | (4,48)                     |
| Liabilitas Imbalan Kerja / Employee Benefits Liabilities                                                                                   | 5.668.188.054         | 5.618.516.876         | 49.671.178                                    | 0,88                       |
| <b>Liabilitas Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun / Long-Term Liabilities – Net of Current Maturities</b> |                       |                       |                                               |                            |
| Liabilitas Sewa / Lease Liabilities                                                                                                        | 69.422.848            | 74.166.028            | (4.743.180)                                   | (6,40)                     |
| Pinjaman Jangka Panjang / Long-Term Loans                                                                                                  | 30.093.432.601        | 20.142.027.462        | 9.951.405.139                                 | 49,41                      |
| Pinjaman Program PEN / PEN Program Loan                                                                                                    | 2.369.791.667         | 2.625.000.000         | (255.208.333)                                 | (9,72)                     |
| Utang Obligasi / Bonds Payable                                                                                                             | 4.786.834.608         | 2.594.469.619         | 2.192.364.989                                 | 84,50                      |
| Sukuk / Sukuk                                                                                                                              | 1.295.446.556         | 498.586.194           | 796.860.362                                   | 159,82                     |
| Liabilitas Jangka Panjang Lainnya / Other Non-Current Liabilities                                                                          | 148.196.344           | 159.530.476           | (11.334.132)                                  | (7,10)                     |
| <b>Jumlah Liabilitas Jangka Panjang / Total Non-Current Liabilities</b>                                                                    | <b>45.228.523.897</b> | <b>32.546.859.952</b> | <b>12.681.663.945</b>                         | <b>38,96</b>               |
| <b>Jumlah Liabilitas / Total Liabilities</b>                                                                                               | <b>61.774.463.399</b> | <b>50.468.176.132</b> | <b>11.306.287.267</b>                         | <b>22,40</b>               |

| Uraian /<br>Description                                                                                                                                                                                                                                | 2024           | 2023            | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------------------------------------|----------------------------|
|                                                                                                                                                                                                                                                        |                |                 | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Ekuitas / Equity                                                                                                                                                                                                                                       |                |                 |                                               |                            |
| Ekuitas yang dapat Diatribusikan kepada Entitas Induk: / Equity Attributable to the Owner of the Parent Entity                                                                                                                                         |                |                 |                                               |                            |
| Modal Ditempatkan dan Disetor Penuh masing-masing per 31 Desember 2023 dan 2022 sebesar serta per 1 Januari 2023/31 Desember 2022 sebesar / Issued ad Fully Paid Capital as of December 31, 2023 and 2022, and as of January 1, 2023/December 31, 2022 | 22.368.743.000 | 22.368.743.000  | 0                                             | 0,00                       |
| Tambahan Penyertaan Modal Negara / Additional of Government Capital Investment                                                                                                                                                                         | 2.000.000.000  | 0               | 2.000.000.000                                 | 100,00                     |
| Tambahan Modal Disetor / Additional Paid-In Capital                                                                                                                                                                                                    | 486.081        | 486.081         | 0                                             | 0,00                       |
| Saldo Laba Ditentukan penggunaannya / Retained Earnings Appropriated                                                                                                                                                                                   | 11.350.319.578 | 9.476.398.277   | 1.873.921.301                                 | 19,77                      |
| Saldo Laba Belum ditentukan penggunaannya / Retained Earnings Unappropriated                                                                                                                                                                           | 414.661.682    | 76.609.318      | 338.052.364                                   | 441,27                     |
| Komponen Ekuitas Lainnya / Other Components of Equity                                                                                                                                                                                                  |                |                 |                                               |                            |
| Akumulasi Rugi Aktuaria atas Imbalan Kerja / Accumulated Losses on Employee Benefit                                                                                                                                                                    | (886.127.336)  | (1.082.459.162) | 196.331.826                                   | (18,14)                    |
| Selisih Likuidasi / Difference of Liquidation                                                                                                                                                                                                          | 968.135        | 968.135         | 0                                             | 0,00                       |
| Selisih Perubahan Ekuitas Entitas Anak / Difference in Transactions of Changes in Equity of Subsidiaries                                                                                                                                               | (24.069.720)   | (24.069.720)    | 0                                             | 0,00                       |
| Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk / Equity Attributable to Owner of the Parent Entity                                                                                                                                      | 35.224.981.420 | 30.816.675.929  | 4.408.305.491                                 | 14,30                      |
| Kepentingan Non Pengendali / Non-Controlling Interests                                                                                                                                                                                                 | 99.681.053     | 89.461.312      | 10.219.741                                    | 11,42                      |
| Jumlah Ekuitas / Total Equity                                                                                                                                                                                                                          | 35.324.662.473 | 30.906.137.241  | 4.418.525.232                                 | 14,30                      |
| Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity                                                                                                                                                                                           | 97.099.125.872 | 81.374.313.373  | 15.724.812.499                                | 19,32                      |

## ASET

Hingga 31 Desember 2024, realisasi aset KAI mencapai Rp97,10 triliun, mengalami peningkatan sebesar 19,32% atau sejumlah Rp15,72 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp81,37 triliun. Peningkatan nilai aset Perusahaan disebabkan oleh meningkatnya nilai aset lancar dan aset tidak lancar.

### Aset Lancar

Hingga 31 Desember 2024, Perusahaan mencatatkan nilai aset lancar sejumlah Rp16,83 triliun, mengalami peningkatan sebesar 29,19% atau sejumlah Rp3,80 triliun jika dibandingkan dengan perolehan aset lancar dari tahun sebelumnya sebesar Rp13,02 triliun. Perubahan ini disebabkan oleh meningkatnya nilai piutang usaha meliputi piutang berelasi sebesar 58,48% dan piutang lain-lain sebesar 3.938,08%.

### Kas dan Setara Kas

Hingga 31 Desember 2024, kas dan setara kas Perusahaan sejumlah Rp4,93 triliun, mengalami penurunan sebesar 4,14% atau sejumlah Rp212,61 miliar jika di bandingkan perolehan tahun sebelumnya sebesar Rp5,14 triliun. Perubahan ini disebabkan oleh menurunnya nilai deposito berjangka pihak berelasi.

## ASSETS

As of December 31, 2024, KAI's total asset realization reached Rp97.10 trillion, an increase of 19.32% or Rp15.72 trillion compared to 2023 at Rp81.37 trillion. This was attributed to the increase in current assets and non-current assets.

### Current Assets

As of December 31, 2024, the Company reported current assets of Rp16.83 trillion. This amount reflects an increase/ of 29.19% or Rp3.80 trillion from the previous year's total of Rp13.02 trillion. This change was due to the increase in the value of trade receivables including related receivables of 58.48% and other receivables of 3,938.08%.

### Cash and Cash Equivalents

As of December 31, 2024, the Company's cash and cash equivalents amounted to Rp4.93 trillion, which is a decrease of 4.14% or Rp212.61 billion compared to that of 2023 at Rp5.14 trillion. This change was caused by a decrease in the value of related party time deposits.



### Dana Dibatasi Penggunaannya

(Dalam ribuan rupiah)

### Restricted Funds

(In thousands of Rupiah)

| Uraian /<br>Description             | 2024                 | 2023                 | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------|----------------------|----------------------|-----------------------------------------------|----------------------------|
|                                     |                      |                      | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi / Related Parties    | 3.268.240.606        | 2.560.880.158        | 707.360.448                                   | 27,62                      |
| <b>Pihak Ketiga / Third Parties</b> |                      |                      |                                               |                            |
| PT Bank Central Asia Tbk            | 26.932.515           | 26.932.515           | 0                                             | 0,00                       |
| China Development Bank              | 14.983               | -                    | 14.983                                        | 100,00                     |
| <b>Jumlah / Total</b>               | <b>3.295.188.104</b> | <b>2.587.812.673</b> | <b>707.375.431</b>                            | <b>27,33</b>               |

Hingga 31 Desember 2024, dana dibatasi penggunaannya tercatat sebesar Rp3,30 triliun, mengalami peningkatan sebesar 27,33% atau sejumlah Rp707,38 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp2,59 triliun. Perubahan ini disebabkan oleh meningkatnya nilai pihak berelasi.

As of December 31, 2024, restricted funds were recorded at Rp3.30 trillion, an increase of 27.33% or Rp707.38 billion compared to the previous year of Rp2.59 trillion. This change was caused by the increase in the value of related parties.

### Piutang Usaha

(Dalam ribuan rupiah)

### Trade Receivables

(In thousands of Rupiah)

| Uraian /<br>Description          | 2024                 | 2023                 | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------|----------------------|----------------------|-----------------------------------------------|----------------------------|
|                                  |                      |                      | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi / Related Parties | 1.985.883.347        | 1.253.114.802        | 732.768.545                                   | 58,48                      |
| Pihak Ketiga / Third Parties     | 573.662.691          | 616.479.973          | (42.817.282)                                  | (6,95)                     |
| <b>Jumlah / Total</b>            | <b>2.559.546.038</b> | <b>1.869.594.775</b> | <b>689.951.263</b>                            | <b>36,90</b>               |

Di tahun 2024, Perusahaan mencatatkan peningkatan piutang usaha sebesar 36,90% dari Rp1,87 triliun pada tahun 2023 menjadi Rp2,56 triliun pada tahun 2024. Perubahan ini disebabkan oleh meningkatnya nilai piutang usaha pada pihak berelasi sebesar 58,48% dari Rp1,25 triliun menjadi Rp1,99 triliun.

In 2024, the Company recorded other receivables of Rp36.90% billion, increasing to Rp1.87 trillion compared to 2023 at Rp2.56 billion. This change was due to an increase in the value of trade receivables from related parties by 58.48% from Rp1.25 trillion to Rp1.99 trillion.

### Piutang Lain-Lain

(Dalam ribuan rupiah)

### Other Receivables

(In thousands of Rupiah)

| Uraian /<br>Description                                  | 2024                 | 2023              | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------------------------------|----------------------|-------------------|-----------------------------------------------|----------------------------|
|                                                          |                      |                   | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi - Neto / Related Parties - Net            | 2.475.267.355        | 8.183.000         | 2.467.084.355                                 | 30.148,90                  |
| Pihak Ketiga / Third Parties                             | 11.667.286           | 53.403.990        | (41.736.704)                                  | (78,15)                    |
| <b>Piutang Lain-lain Netto / Other Receivables - Net</b> | <b>2.486.934.641</b> | <b>61.586.990</b> | <b>2.425.347.651</b>                          | <b>3.938,08</b>            |

Perusahaan mencatatkan nilai piutang lain-lain yang baik, meningkat sebesar 3.938% atau Rp2,49 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp61,59 miliar. Perubahan ini disebabkan oleh meningkatnya nilai piutang pihak berelasi dan pihak ketiga.

The Company recorded a good value of other receivables, increasing by 3,938% or Rp2.49 trillion when compared to the realization in 2023 of Rp61.59 billion. This change was due to the increase in the value of receivables from related parties and third parties.

### Persediaan

(Dalam ribuan rupiah)

| Uraian /<br>Description                                                                 | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                         |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Suku Cadang Sarana / Rolling Stock Spare Parts                                          | 1.048.643.857 | 1.238.415.440 | (189.771.583)                                 | (15,32)                    |
| Suku Cadang Prasarana / Infrastructure Spare Parts                                      | 307.199.619   | 461.538.274   | (154.338.655)                                 | (33,44)                    |
| Lain-lain / Others                                                                      | 27.715.346    | 22.696.178    | 5.019.168                                     | 22,11                      |
| Dikurangi: Cadangan Kerugian Penurunan Nilai / Less:<br>Allowance for Impairment Losses | (165.506.081) | (194.300.721) | 28.794.640                                    | (14,82)                    |
| Neto / Net                                                                              | 1.218.052.741 | 1.528.349.171 | (310.296.430)                                 | (20,30)                    |

Di tahun 2024, Perusahaan mencatatkan nilai persediaan sejumlah Rp1,22 triliun. Jumlah ini mengalami penurunan sebesar 20,30% atau sejumlah Rp310,30 miliar dari tahun sebelumnya sebesar Rp1,53 triliun. Perubahan ini disebabkan oleh menurunnya nilai suku cadang sarana dan prasarana di tahun 2024.

### Inventories

(In thousands of Rupiah)

In 2024, the Company recorded inventories of Rp1.22 trillion. This amount decreased by 20.30% or Rp310.30 billion from the previous year of Rp1.53 trillion. This change was caused by the decrease in the value of spare parts for facilities and infrastructure in 2024.

### Pendapatan Masih Akan Diterima

(Dalam ribuan rupiah)

| Uraian /<br>Description                           | 2024          | 2023        | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------------------|---------------|-------------|-----------------------------------------------|----------------------------|
|                                                   |               |             | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi - Neto / Related Parties - Net     | 912.721.971   | 439.036.344 | 473.685.627                                   | 107,89                     |
| Pihak Ketiga / Third Parties                      | 332.746.667   | 324.703.696 | 8.042.971                                     | 2,48                       |
| Pendapatan Masih akan Diterima / Accrued Expenses | 1.245.468.638 | 763.740.040 | 481.728.598                                   | 63,07                      |

Pendapatan yang masih akan diterima terdiri dari pendapatan yang masih akan diterima dari pihak berelasi dan pendapatan yang masih akan diterima dari pihak ketiga. Pendapatan yang masih akan diterima dari pihak berelasi di antaranya adalah kompensasi kewajiban pelayanan publik (PSO) yang merupakan tagihan kepada Pemerintah atas kompensasi PSO berdasarkan Perjanjian antara Direktorat Jenderal Perkeretaapian dengan Perusahaan.

### Accrued Income

(In thousands of Rupiah)

Accrued income includes funds from both related parties and third parties. The accrued income from related parties consists of compensation for public service obligations (PSO), which is a bill submitted to the Government for PSO compensation based on the Agreement between the Directorate General of Railways and the Company.

Di tahun 2024, Perusahaan memperoleh nilai pendapatan yang masih akan diterima sejumlah Rp1,25 miliar atau sebesar 63,07% dari perolehan tahun 2023 sebesar Rp763,74 miliar. Perubahan ini disebabkan oleh meningkatnya nilai pendapatan masih akan diterima dari pihak berelasi sebesar 107,89%.

In 2024, the Company's accrued income totaled Rp1.25 billion, 63.07% compared to 2023 at Rp763.74 billion. This change can be attributed to the increase in the value of accrued income from related parties, by 107.89%.

**Uang Muka dan Biaya Dibayar di Muka**

(Dalam ribuan rupiah)

**Advances and Prepaid Expenses**

(In thousands of Rupiah)

| Uraian /<br>Description                         | 2024               | 2023               | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------|--------------------|--------------------|-----------------------------------------------|----------------------------|
|                                                 |                    |                    | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Biaya Dibayar di Muka / Prepaid Expenses        | 204.405.722        | 167.365.297        | 37.040.425                                    | 22,13                      |
| Uang Muka Pihak Ketiga / Third Parties Advances | 112.662.551        | 81.937.291         | 30.725.260                                    | 37,50                      |
| Uang Muka Dinas / Operating Advances            | 4.612.779          | 10.881.934         | (6.269.155)                                   | (57,61)                    |
| <b>Jumlah / Total</b>                           | <b>321.681.052</b> | <b>260.184.522</b> | <b>61.496.530</b>                             | <b>23,64</b>               |

Hingga 31 Desember 2024, uang muka dan biaya dibayar di muka tercatat sejumlah Rp321,68 miliar, mengalami kenaikan sebesar 23,64% atau sejumlah Rp61,50 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp260,18 miliar. Perubahan ini disebabkan oleh meningkatnya nilai uang muka pihak ketiga dan biaya dibayar dimuka tahun 2024.

As of December 31, 2024, advances and prepaid expenses were recorded at Rp321.68 billion, increased by 23.64% or Rp61.50 billion compared to the previous year at Rp260.18 billion. This change was attributed to the increase in the value of third party down payments and prepaid expenses in 2024.

**Pajak Dibayar Di Muka**

(Dalam ribuan rupiah)

**Prepaid Taxes**

(In thousands of Rupiah)

| Uraian /<br>Description                   | 2024        | 2023        | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------|-------------|-------------|-----------------------------------------------|----------------------------|
|                                           |             |             | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Perusahaan / The Company                  |             |             |                                               |                            |
| Pajak penghasilan / Income Tax            |             |             |                                               |                            |
| Pasal 28a / Article 28a                   |             |             |                                               |                            |
| Pasal 21 / Article 21                     | 26.917.534  | -           | 26.917.534                                    | 100,00                     |
| 2023                                      | 130.584.254 | 128.074.019 | 2.510.235                                     | 1,96                       |
| 2022                                      | -           | 96.201.568  | 0                                             | 0,00                       |
| Pajak Pertambahan Nilai / Value-Added Tax | 338.401.373 | 378.611.594 | (40.210.221)                                  | (10,62)                    |
| Sub-Jumlah / Subtotal                     | 495.903.161 | 602.887.181 | (106.984.020)                                 | (17,75)                    |
| Entitas Anak / Subsidiaries               |             |             |                                               |                            |
| Pajak penghasilan / Income Tax            |             |             |                                               |                            |
| Pasal 28a / Article 28a                   |             |             |                                               |                            |
| Pasal 21 / Article 21                     | 10.145.594  | -           | 10.145.594                                    | 100,00                     |
| 2024                                      | 4.291.602   | -           | 4.291.602                                     | 100,00                     |
| 2023                                      | 28.858.784  | 28.758.711  | 100.073                                       | 0,35                       |
| Pajak Pertambahan Nilai / Value-Added Tax | 94.644.382  | 58.654.531  | 35.989.851                                    | 61,36                      |
| Sub-Jumlah / Subtotal                     | 137.940.362 | 87.413.242  | 50.527.120                                    | 57,80                      |
| Jumlah / Total                            | 633.843.523 | 690.300.423 | (56.456.900)                                  | (8,18)                     |

Di tahun 2024, Perseroan mencatatkan penurunan terhadap nilai pajak dibayar di muka sebesar 8,18% dari Rp690,30 miliar pada tahun 2023 menjadi Rp633,84 miliar. Perubahan ini terjadi karena adanya penurunan atas nilai pajak penghasilan Perusahaan sebesar 17,75% di tahun 2024.

In 2024, the Company recorded a decrease in prepaid taxes of 8.18% from Rp690.30 billion in 2023 to Rp633.84 billion. This change was attributed to a decrease in the Company's income tax value by 17.75% in 2024.

### Aset Lancar Lainnya

Hingga 31 Desember 2024, Perseroan mencatatkan realisasi aset lancar lainnya mencapai Rp138,90 miliar, meningkat sebesar 12,29% atau sejumlah Rp15,20 miliar jika dibandingkan dengan realisasi tahun 2023 sebesar Rp123,70 miliar. Saldo tersebut merupakan uang jaminan atas bank garansi, dana sehubungan dengan pemakaian jasa parkir yang menggunakan kartu *multitrip* dan investasi jangka pendek.

### Other Current Assets

As of December 31, 2024, the Company recorded other current assets of Rp138.90 billion, an increase of 12.29% or Rp15.20 billion compared to that of 2023 at Rp123.70 billion. The balance represents collateral for bank guarantees, funds related to the use of parking services using multitrip cards and short-term investments.

### Aset Tidak Lancar

Di tahun 2024, Perseroan mencatatkan aset tidak lancar sejumlah Rp80,27 triliun. Jumlah ini meningkat sebesar 17,44% atau sejumlah Rp11,92 triliun dari tahun sebelumnya sebesar Rp68,35 triliun. Perubahan ini dipengaruhi oleh meningkatnya nilai piutang lain-lain dan pendapatan yang akan diterima jangka panjang serta meningkatnya nilai aset sebesar 30,04%.

### Non-Current Assets

In 2024, the Company recorded non-current assets of Rp80.27 trillion, indicating an increase of 17.44% or 11.92 trillion compared to the previous year at Rp68.35 trillion. This change was due to the increase in the value of other receivables and long-term income and the increase in asset value by 30.04%.

### Investasi Entitas Asosiasi dan Ventura Bersama

(Dalam ribuan rupiah)

### Investment in Associates and Joint Ventures

(In thousands of Rupiah)

| Uraian /<br>Description                    | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease)                                                |                            |
|--------------------------------------------|---------------|---------------|----------------------------------------------------------------------------------------------|----------------------------|
|                                            |               |               | Nominal untuk<br>Moda Integrasi<br>dan BPRS /<br>Nominal for<br>Integration Mode<br>and BPRS | Persentase /<br>Percentage |
| Entitas Asosiasi / Associates              |               |               |                                                                                              |                            |
| PT Moda Integrasi Transportasi Jabodetabek | 29.802.854    | 28.617.769    | 1.185.085                                                                                    | 4,14                       |
| PT BPRS Baiturridha Pusaka                 | 12.887.266    | 9.519.838     | 3.367.428                                                                                    | 35,37                      |
| Ventura Bersama / Joint Venture            |               |               |                                                                                              |                            |
| PT Pilar Sinergi BUMN Indonesia            | 6.165.535.579 | 5.708.376.759 | 457.158.820                                                                                  | 8,01                       |
| KSO Bumi Kalog                             | 46.050.395    | 42.005.447    | 4.044.948                                                                                    | 9,63                       |
| KSO B Kalog                                | 17.132.932    | 16.876.931    | 256.001                                                                                      | 1,52                       |
| KSO PT KAPM - PT Mega Dasa Semesta         | 3.011.880     | 2.973.405     | 38.475                                                                                       | 1,29                       |
| Jumlah / Total                             | 6.274.420.906 | 5.808.370.149 | 466.050.757                                                                                  | 8,02                       |

Di tahun 2024, Perseroan mencatatkan investasi Entitas Asosiasi dan Ventura Bersama sejumlah Rp6,27 triliun, mengalami kenaikan sebesar 8,02% atau sejumlah Rp466,05 miliar jika di bandingkan dengan tahun 2023 sebesar Rp5,81 triliun. Perubahan ini terjadi karena meningkatnya nilai investasi pada entitas asosiasi dan ventura bersama.

In 2024, the Company recorded investments in Associates and Joint Ventures of Rp6.27 trillion, an increase by 8.02% or Rp466.05 billion compared to 2023 of Rp5.81 trillion. This change was due to the increase in the value of investments in associate entities and joint ventures.



### Investasi Jangka Panjang

(Dalam ribuan rupiah)

### Long-Term Investment

(In thousands of Rupiah)

| Uraian /<br>Description                               | 2024       | 2023       | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------|------------|------------|-----------------------------------------------|----------------------------|
|                                                       |            |            | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| PT Fintek Karya Nusantara                             |            |            |                                               |                            |
| Saldo awal investasi / Beginning Balance of Invesment | 35.747.769 | 24.176.000 | 11.571.769                                    | 47,86                      |
| Perubahan Nilai Wajar / Fair Value Changes            | 23.229.718 | 11.571.769 | 11.657.949                                    | 100,74                     |
| Saldo akhir investasi / Ending Balance of Investment  | 58.977.487 | 35.747.769 | 23.229.718                                    | 64,98                      |

Hingga 31 Desember 2024, Perseroan mencatatkan investasi jangka panjang sejumlah Rp58,98 miliar, mengalami kenaikan sebesar 64,98% atau Rp23,23 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp35,75 miliar. Perubahan ini disebabkan oleh meningkatnya nilai investasi jangka panjang pada PT Fintek Karya Nusantara di tahun 2024.

As of December 31, 2024, the Company recorded long-term investment of Rp59.98 billion, an increase by 64.98% or Rp23.23 billion compared to the previous year of Rp35.75 billion. This change was due to the increase in the value of long-term investments in PT Fintek Karya Nusantara in 2024.

### Aset Pajak Tangguhan

Di tahun 2024, Perseroan mencatatkan aset pajak tangguhan sejumlah Rp1,64 triliun, mengalami kenaikan sebesar 34,99% atau sejumlah Rp425,84 miliar dari Rp1,22 triliun pada tahun 2023. Perubahan ini disebabkan oleh meningkatnya nilai aset tetap dan adanya penurunan liabilitas atas imbalan kerja.

### Deferred Tax Assets

In 2024, the Company recorded deferred tax assets of Rp1.64 trillion, up by 34.99% or Rp425.84 billion from Rp1.22 trillion in 2023. This change was due to an increase in the value of fixed assets and a decrease in liabilities for employee benefits.

### Aset Tetap

(Dalam ribuan rupiah)

### Fixed Assets

(In thousands of Rupiah)

| Uraian /<br>Description                                    | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                                            |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Akhir Biaya Perolehan / Ending Balance of Investment |                |                |                                               |                            |
| Sarana / Rolling Stock                                     |                |                |                                               |                            |
| Lokomotif / Locomotive                                     | 9.443.910.756  | 9.443.910.756  | 0                                             | 0,00                       |
| Kereta / Train                                             | 16.492.156.898 | 14.380.671.999 | 2.111.484.899                                 | 14,68                      |
| Gerbong / Wagons                                           | 4.396.179.136  | 4.396.179.136  | 0                                             | 0,00                       |
| Prasarana / Infrastructure                                 |                |                |                                               |                            |
| Tanah / Land                                               | 164.133.013    | 166.911.132    | (2.778.119)                                   | (1,66)                     |
| Bangunan / Building                                        | 3.163.707.395  | 2.750.982.870  | 412.724.525                                   | 15,00                      |
| Prasarana dan instalasi / Infrastructure and Installation  | 1.647.803.441  | 1.499.450.585  | 148.352.856                                   | 9,89                       |
| Fasilitas / Facilities                                     |                |                |                                               |                            |
| Mesin dan Peralatan / Machinery and Equipment              | 3.144.536.708  | 2.934.860.627  | 209.676.081                                   | 7,14                       |
| Kendaraan / Vehicles                                       | 122.517.568    | 94.683.369     | 27.834.199                                    | 29,40                      |
| Inventaris / Supplies                                      | 182.332.357    | 173.179.844    | -50.662.276                                   | (29,25)                    |
| Aset dalam Pembangunan / Assets under Construction         | 3.274.573.625  | 1.637.067.007  | 1.637.506.618                                 | 100,03                     |
| Jumlah / Total                                             | 42.031.850.897 | 37.477.897.325 | 4.553.953.572                                 | 12,15                      |

| Uraian /<br>Description                                 | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                                         |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Akumulasi Penyusutan / Accumulated Depreciation         | 12.410.851.408 | 10.876.893.914 | 1.533.957.494                                 | 14,10                      |
| Penurunan Nilai Aset Tetap / Impairment of Fixed Assets | 215.846.056    | 230.372.407    | -14.526.351                                   | (6,31)                     |
| Nilai Tercatat / Carrying Value                         | 29.405.153.433 | 26.370.631.004 | 3.034.522.429                                 | 11,51                      |

Hingga 31 Desember 2024, nilai realisasi aset tetap Perusahaan tercatat sejumlah Rp29,41 triliun, meningkat sebesar 11,51% atau sejumlah Rp3,03 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp26,37 triliun. Perubahan ini disebabkan oleh meningkatnya nilai saldo akhir saldo tetap atas sarana, prasarana dan fasilitas Perusahaan di tahun 2024.

As of December 31, 2024, the Company's fixed asset realization value was recorded at Rp29.41 trillion, an increase of 11.51% or Rp3.03 trillion compared to the realization in 2023 of Rp26.37 trillion. This change was due to the increase in the final balance of the Company's fixed assets, infrastructure and facilities in 2024.

### Properti Investasi

(Dalam ribuan rupiah)

### Investment Properties

(In thousands of Rupiah)

| Uraian /<br>Description                                          | 2024        | 2023        | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------------|-------------|-------------|-----------------------------------------------|----------------------------|
|                                                                  |             |             | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost |             |             |                                               |                            |
| Tanah / Land                                                     | 15.412.057  | 12.633.938  | 2.778.119                                     | 21,99                      |
| Bangunan / Buildings                                             | 404.835.658 | 322.773.549 | 82.062.109                                    | 25,42                      |
| Jumlah / Total                                                   | 420.247.715 | 335.407.487 | 84.840.228                                    | 25,29                      |
| Akumulasi Penyusutan / Accumulated Depreciation                  | 99.182.581  | 88.501.818  | 10.680.763                                    | 12,07                      |
| Nilai Tercatat / Carrying Value                                  | 321.065.134 | 246.905.669 | 74.159.465                                    | 30,04                      |

Di tahun 2024, Perseroan mencatatkan properti investasi sejumlah Rp321,07 miliar. Jumlah ini meningkat sebesar 30,04% atau sejumlah Rp74,16 miliar dari tahun sebelumnya sebesar Rp246,91 miliar. Perubahan ini disebabkan oleh meningkatnya nilai saldo akhir pada properti investasi yang dilakukan Perusahaan di tahun 2024.

In 2024, the Company recorded investment properties amounting to Rp321.07 billion. This amount increased by 30.04% or Rp74.16 billion from the previous year of Rp246.91 billion. This change was due to the increase in the final balance value of investment properties carried out by the Company in 2024.

### Hak Pengoperasian Aset Prasarana

(Dalam ribuan rupiah)

### Infrastructure Assets Operating Rights

(In thousands of Rupiah)

| Uraian /<br>Description                                          | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                                                  |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost |                |                |                                               |                            |
| Hak Pengoperasian / Operating Rights                             |                |                |                                               |                            |
| Aset Prasarana – Konsesi / Operating Rights – Concession         | 28.424.655.436 | 28.335.361.035 | 89.294.401                                    | 0,32                       |
| Non-Konsesi / Non-Concession                                     | 2.356.946.553  | 2.356.946.553  | 0                                             | 0,00                       |

| Uraian /<br>Description                                     | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                                             |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pekerjaan dalam Proses Konstruksi / Construction in Profess |                |                |                                               |                            |
| Konsesi / Concession                                        | 474.509.853    | 381.997.205    | 92.512.648                                    | 24,22                      |
| Non-Konsesi / Non-Concession                                | 1.536.131.222  | 1.051.876.253  | (898.263.131)                                 | (85,40)                    |
| Jumlah / Total                                              | 32.792.243.064 | 32.126.181.046 | 666.062.018                                   | 2,07                       |
| Akumulasi Penyusutan / Accumulated Depreciation             | 2.143.234.739  | 1.428.505.382  | 714.729.357                                   | 50,03                      |
| Nilai Tercatat / Carrying Amount                            | 30.649.008.325 | 30.697.675.664 | (48.667.339)                                  | (0,16)                     |

Di tahun 2024, Perseroan mencatatkan hak pengoperasian aset prasarana sejumlah Rp30,65 triliun, mengalami penurunan sebesar 0,16% atau sejumlah Rp48,67 miliar jika di bandingkan dengan tahun 2023 sejumlah Rp30,70 triliun. Perubahan ini terjadi karena adanya penurunan pada nilai pekerjaan dalam proses konstruksi non-consensi sebesar 85,40%.

In 2024, the Company recorded infrastructure assets operating rights or Rp30.65 trillion, a decrease of 0.16% or Rp48.67 trillion compared to that of 2023 at Rp30.70 trillion. This change was attributed to a decrease in the value of work in the non-concession construction process by 85.40%.

**Aset Tak Berwujud**

(Dalam ribuan rupiah)

**Intangible Assets**

(In thousands of Rupiah)

| Uraian /<br>Description                                          | 2024          | 2023        | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------------|---------------|-------------|-----------------------------------------------|----------------------------|
|                                                                  |               |             | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost |               |             |                                               |                            |
| Sertifikat Tanah / Land Certificate                              | 808.736.530   | 527.129.548 | 281.606.982                                   | 53,42                      |
| Piranti Lunak / Software                                         | 442.198.163   | 313.206.795 | 128.991.368                                   | 41,18                      |
| Aset dalam Penyelesaian / Construction in Progress               | 70.031.914    | 100.969.676 | (30.937.762)                                  | (30,64)                    |
| Jumlah / Total                                                   | 1.320.966.607 | 941.306.019 | 379.660.588                                   | 40,33                      |
| Akumulasi penyusutan / Accumulated Depreciation                  | 427.297.491   | 365.074.608 | 62.222.883                                    | 17,04                      |
| Nilai Tercatat / Carrying Amount                                 | 893.669.116   | 576.231.411 | 317.437.705                                   | 55,09                      |

Hingga 31 Desember 2024, Perseroan mencatatkan aset tak berwujud sejumlah Rp893,67 miliar, mengalami peningkatan sebesar 55,09% atau sejumlah Rp317,44 miliar jika dibandingkan dengan tahun sebelumnya sejumlah Rp576,23 miliar. Perubahan ini disebabkan oleh adanya peningkatan nilai aset tak berwujud pada sertifikat tanah sebesar 53,42% dan piranti lunak sebesar 41,18%.

As of December 31, 2024, the Company recorded intangible assets of Rp893.67 billion, an increase of 55.09% or Rp317.44 billion compared to that of the previous year at Rp576.23 billion. This change was attributed to an increase in the value of intangible assets in land certificates by 53.42% and software by 41.18%.

**Aset Hak Guna**

(Dalam ribuan rupiah)

**Right of Use Assets**

(In thousands of Rupiah)

| Uraian /<br>Description                                          | 2024        | 2023        | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------------|-------------|-------------|-----------------------------------------------|----------------------------|
|                                                                  |             |             | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Akhir Biaya Perolehan / Ending Balance of Acquisition Cost |             |             |                                               |                            |
| Tanah / Land                                                     | 20.469.107  | 20.503.811  | (34.704)                                      | (0,17)                     |
| Bangunan / Buildings                                             | 5.872.002   | 6.656.638   | (784.636)                                     | (11,79)                    |
| Instalasi Bergerak / Equipments                                  | 83.654.095  | 35.048.185  | 48.605.910                                    | 138,68                     |
| Fasilitas / Facilities                                           |             |             |                                               |                            |
| Kendaraan / Vehicles                                             | 42.186.276  | 34.135.122  | 8.051.154                                     | 23,59                      |
| Inventaris / Supplies                                            | 92.846.423  | 89.175.993  | 3.670.430                                     | 4,12                       |
| Jumlah / Total                                                   | 245.027.903 | 185.519.749 | 59.508.154                                    | 32,08                      |
| Akumulasi Penyusutan / Accumulated Depreciation                  | 133.104.155 | 93.367.429  | 39.736.726                                    | 42,56                      |
| Nilai Tercatat / Carrying Amount                                 | 111.923.748 | 92.152.320  | 19.771.428                                    | 21,46                      |

Di tahun 2024, Perseroan mencatatkan nilai aset hak guna sejumlah Rp111,92 miliar, mengalami kenaikan sebesar 21,46% atau sejumlah Rp19,77 miliar dari perolehan tahun sebelumnya sejumlah Rp92,15 miliar. Perubahan ini terjadi karena adanya peningkatan pada nilai aset hak guna pada instalasi bergerak dan fasilitas berupa kendaraan dan investasi.

In 2024, the Company recorded rights of use assets of Rp111.92 billion, an increase by 21.46% compared to the previous year at Rp92.15 billion. This change was attributed to an increase in the value of right-of-use assets on mobile installations and facilities in the form of vehicles and investments.

**Aset Tidak Lancar Lainnya**

(Dalam ribuan rupiah)

**Other Non-Current Assets**

(In thousands of Rupiah)

| Uraian /<br>Description                                                                                  | 2024          | 2023         | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------------------------------------------------------------------------------|---------------|--------------|-----------------------------------------------|----------------------------|
|                                                                                                          |               |              | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Aset Non-Kuangan / Non-Financial Assets                                                                  |               |              |                                               |                            |
| Aset Diberhentikan Operasi / Assets Discontinued from Operations                                         | 120.935.985   | 120.935.985  | 0                                             | 0,00                       |
| Persediaan Scrap / Scrap Inventories                                                                     | 31.443.812    | 31.443.812   | 0                                             | 0,00                       |
| Instalasi Bergerak / Equipments                                                                          |               |              |                                               |                            |
| Dikurangi: Cadangan Kerugian Penurunan Nilai / Less: Allowance for Impairment Losses                     | (152.379.791) | (52.379.791) | (100.000.000)                                 | 190,91                     |
| Aset Non-Kuangan – Neto / Non-Financial Assets – Net                                                     | 6             | 6            | 0                                             | 0,00                       |
| Aset Keuangan / Financial Assets                                                                         |               |              |                                               |                            |
| Dana Pensiun Pegawai / Pension Funds                                                                     | 90.136.693    | 91.258.933   | (1.122.240)                                   | (1,23)                     |
| Dana Kesehatan Pegawai / Employee Health Fund                                                            | 40.891.764    | 60.679.342   | (19.787.578)                                  | (32,61)                    |
| Dana Cadangan Tantiem / Tantiem’s Reserve Fund                                                           | 17.167.887    | 7.592.201    | 9.575.686                                     | 126,13                     |
| Aset Keuangan Lainnya / Other Financial Assets                                                           | 59.947.934    | 52.526.621   | 7.421.313                                     | 14,13                      |
| Dikurangi: Cadangan Kerugian Penurunan Nilai sebelumnya / Less: Previous Allowance for Impairment Losses |               |              |                                               |                            |
| Aset Keuangan – Neto / Financial Assets – Net                                                            | 208.144.278   | 212.057.097  | (3.912.819)                                   | (1,85)                     |
| Neto / Net                                                                                               | 208.144.284   | 212.057.103  | (3.912.819)                                   | (1,85)                     |



Realisasi aset tidak lancar lainnya pada tahun 2024 mencapai Rp208,14 miliar, mengalami penurunan sebesar 1,85% atau sejumlah Rp3,91 miliar jika dibandingkan dengan realisasi tahun 2023 sebesar Rp212,06 miliar. Perubahan ini disebabkan oleh menurunnya nilai aset keuangan pada dana pensiun pegawai dan kesehatan pegawai di tahun 2024.

### LIABILITAS

Hingga 31 Desember 2024, Perseroan mencatatkan nilai liabilitas sejumlah Rp61,77 triliun, mengalami kenaikan sebesar 22,40% atau sejumlah Rp11,31 triliun jika dibandingkan pada periode tahun 2023 sejumlah Rp50,47 triliun. Perubahan ini disebabkan oleh meningkatnya nilai liabilitas jangka panjang sebesar 38,96%.

#### Liabilitas Jangka Pendek

Di tahun 2024, Perseroan mencatatkan nilai liabilitas jangka pendek Perseroan sejumlah Rp16,55 triliun, mengalami penurunan sebesar 7,57% atau sejumlah Rp1,38 triliun jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp17,92 triliun. Perubahan ini disebabkan oleh meningkatnya nilai utang usaha pada pihak berelasi dan pihak ketiga di tahun 2024.

#### Liabilitas Jangka Panjang

Di tahun 2024, Perseroan mencatatkan nilai liabilitas jangka panjang sejumlah Rp45,23 triliun, mengalami peningkatan sebesar 38,96% atau sejumlah Rp12,68 triliun jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp32,55 triliun. Perubahan ini disebabkan oleh meningkatnya nilai liabilitas jangka panjang pada pinjaman jangka panjang serta pencatatan pada obligasi dan sukuk di tahun 2024.

### Utang Usaha

(Dalam ribuan rupiah)

| Uraian /<br>Description          | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                  |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi / Related Parties | 1.796.057.807 | 4.976.299.233 | (3.180.241.426)                               | (63,91)                    |
| Pihak Ketiga / Third Parties     | 2.262.552.410 | 2.394.977.405 | (132.424.995)                                 | (5,53)                     |
| Utang Usaha / Trade Payables     | 4.058.610.217 | 7.371.276.638 | (3.312.666.421)                               | (44,94)                    |

Di tahun 2024, utang usaha Perseroan sejumlah Rp4,06 triliun, mengalami penurunan sebesar 44,94% atau sejumlah Rp3,31 triliun jika di bandingkan dengan tahun 2023 sebesar Rp7,37 triliun. Perubahan ini disebabkan oleh menurunnya nilai utang usaha pada pihak berelasi dan pihak ketiga.

In 2024, non-current assets were recorded at Rp208.14 billion, decreased by 1.85% or Rp3.91 billion compared to the 2023 at Rp212.06 billion. This decrease was attributed to a decrease in the value of financial assets in employee pension funds and employee health in 2024.

### LIABILITIES

As of December 31, 2024, the Company recorded liabilities of Rp61.77 trillion, an increase of 22.50% or Rp11.31 trillion compared to that of 2023 at Rp50.47 trillion. This was attributed to the increase in the non-current liabilities of 38.96%.

#### Current Liabilities

In 2024, the Company recorded current liabilities of Rp16.55 trillion, a decrease by 7.57% of Rp1.38 trillion compared to the 2023 realization of Rp17.92 trillion. This change was due to the increase in the value of trade receivables to related parties and third parties in 2024.

#### Non-Current Liabilities

In 2024, the Company recorded non-current liabilities of Rp45.23 trillion, an increase by 38.96% compared to 2023 at Rp32.55 trillion. This change was attributed to the increase in the value of non-current liabilities on long-term loans and the recording of bonds and sukuk in 2024.

### Trade Payables

(In thousands of Rupiah)

In 2024, the Company recorded trade payables of Rp4.06 trillion, a decrease of 44.94% compared to that of 2023 at Rp3.31 trillion. This change was attributed to a decrease in the value of trade debt to related parties and third parties.

**Beban AkruaI dan Provisi**

(Dalam ribuan rupiah)

**Accruals and Provisions**

(In thousands of Rupiah)

| Uraian /<br>Description                                           | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                   |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Beban Akrual / Accruals                                           |               |               |                                               |                            |
| Biaya Umum dan Administrasi / General and Administrative Expenses | 1.427.482.433 | 587.226.416   | 840.256.017                                   | 143,09                     |
| Biaya Operasi Langsung / Direct Operating Expenses                | 846.534.452   | 846.030.286   | 504.166                                       | 0,06                       |
| Biaya Operasi Tidak Langsung / Indirect Operating Expenses        | 271.106.586   | 770.061.237   | (498.954.651)                                 | (64,79)                    |
| Jumlah Beban Akrual / Total Accruals                              | 2.545.123.471 | 2.203.317.939 | 341.805.532                                   | 15,51                      |

Hingga 31 Desember 2024, beban akrual dan provisi tercatat sebesar Rp2,55 triliun, mengalami peningkatan sebesar 15,51% atau sejumlah Rp341,81 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp2,20 triliun. Perubahan ini disebabkan oleh meningkatnya nilai beban umum dan administrasi yang ditanggung oleh Perusahaan di tahun 2024.

As of December 31, 2024, accruals and provisions were recorded at Rp2.55 trillion, an increase of 15.51% or Rp341.81 billion compared to the previous year at Rp2.20 trillion. This was due to the increase in the value of general and administrative expenses borne by the Company in 2024.

**Utang Pajak**

(Dalam ribuan rupiah)

**Taxes Payable**

(In thousands of Rupiah)

| Uraian /<br>Description                   | 2024          | 2023        | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------|---------------|-------------|-----------------------------------------------|----------------------------|
|                                           |               |             | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Perusahaan / The Company                  |               |             |                                               |                            |
| Pajak penghasilan / Income Tax            |               |             |                                               |                            |
| Pasal 21 / Article 21                     | 971.339       | 160.887.278 | (159.915.939)                                 | (99,40)                    |
| Pasal 22 / Article 22                     | 9.578.152     | 9.771.232   | (193.080)                                     | (1,98)                     |
| Pasal 23 / Article 23                     | 15.380.884    | 23.138.521  | (7.757.637)                                   | (33,53)                    |
| Pasal 29 / Article 29                     | 1.105.592.680 | -           | 1.105.592.680                                 | 100,00                     |
| Pasal 4(2) / Article 4(2)                 | 9.865.166     | 29.350.740  | (19.485.574)                                  | (66,39)                    |
| Pajak pertambahan nilai / Value Added Tax | 421.384.185   | 342.704.025 | 78.680.160                                    | 22,96                      |
| Sub-Jumlah / Subtotal                     | 1.562.772.406 | 565.851.796 | 996.920.610                                   | 176,18                     |
| Entitas anak / Subsidiaries               |               |             |                                               |                            |
| Pajak penghasilan / Income Tax            |               |             |                                               |                            |
| Pasal 21 / Article 21                     | 4.729.675     | 26.818.157  | (22.088.482)                                  | (82,36)                    |
| Pasal 23 / Article 23                     | 5.760.467     | 2.010.181   | 3.750.286                                     | 186,56                     |
| Pasal 25 / Article 25                     | 2.138.499     | 4.812.198   | (2.673.699)                                   | (55,56)                    |
| Pasal 29 / Article 29                     | 21.308.183    | 12.178.166  | 9.130.017                                     | 74,97                      |
| Pasal 4(2) / Article 4(2)                 | 6.088.532     | 6.503.551   | (415.019)                                     | (6,38)                     |
| Pajak pertambahan nilai / Value Added Tax | 9.125.340     | 3.571.454   | 5.553.886                                     | 155,51                     |
| Sub-Jumlah / Subtotal                     | 49.150.696    | 55.893.707  | (6.743.011)                                   | (12,06)                    |
| Jumlah / Total                            | 1.611.923.102 | 621.745.503 | 990.177.599                                   | 159,26                     |

Di tahun 2024, Perseroan mencatatkan utang pajak sejumlah Rp1,61 triliun, mengalami kenaikan sebesar 159,26% atau sejumlah Rp990,18 miliar jika dibandingkan dengan tahun sebelumnya sejumlah Rp621,75 miliar. Perubahan ini terjadi karena adanya peningkatan utang pajak perusahaan sebesar 176,18%.

In 2024, the Company recorded taxes payable of Rp1.61 trillion, an increase by 159.26% or Rp990.18 billion compared to the previous year at Rp621.75 billion. This change was attributed to the increase in the Company's taxes payable of 176.18%.

### Pinjaman Bank Jangka Pendek

(Dalam ribuan rupiah)

### Short-Term Bank Loans

(In thousands of Rupiah)

| Uraian /<br>Description             | 2024                 | 2023                 | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------|----------------------|----------------------|-----------------------------------------------|----------------------------|
|                                     |                      |                      | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi / Related Parties    | 2.871.114.393        | 988.523.138          | 1.882.591.255                                 | 190,44                     |
| <b>Pihak Ketiga / Third Parties</b> |                      |                      |                                               |                            |
| PT Bank Central Asia Tbk            | 98.556.558           | 400.000.000          | (301.443.442)                                 | (75,36)                    |
| PT Bank CIMB Niaga Tbk              | 98.556.558           | -                    | 98.556.558                                    | 100,00                     |
| PT Bank Permata Tbk                 | 2.000.000            | -                    | 2.000.000                                     | 100,00                     |
| PT BPD Sumatera Utara               | 17.928.551           | 2.056.743            | 15.871.808                                    | 771,70                     |
| <b>Sub-Jumlah / Subtotal</b>        | <b>217.041.667</b>   | <b>402.056.743</b>   | <b>(185.015.076)</b>                          | <b>(46,02)</b>             |
| <b>Jumlah / Total</b>               | <b>3.070.227.509</b> | <b>1.388.523.138</b> | <b>1.681.704.371</b>                          | <b>121,11</b>              |

Di tahun 2024, Perseroan mencatatkan pinjaman bank jangka pendek sejumlah Rp3,07 triliun, mengalami peningkatan sebesar 121,11% atau sejumlah Rp1,68 triliun jika di bandingkan dengan tahun 2023 sebesar Rp1,39 triliun. Perubahan ini disebabkan oleh meningkatnya pinjaman pada pihak berelasi sebesar 190% di tahun 2024.

In 2024, the Company recorded short-term bank loans of Rp3.07 trillion, an increase by 121.11% or Rp1.68 trillion compared to 2023 at Rp1.39 trillion. This change was due to an increase in the loan to related parties of 190% in 2024.

### Pinjaman Jangka Panjang

(Dalam ribuan rupiah)

### Long-Term Loans

(In thousands of Rupiah)

| Uraian /<br>Description                     | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                             |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pihak Berelasi / Related Parties            |                |                |                                               |                            |
| Pihak Berelasi / Related Parties            | 18.175.754.013 | 12.829.344.797 | 5.346.409.216                                 | 41,67                      |
| Pihak Ketiga / Third Parties                |                |                |                                               |                            |
| China Development Bank                      | 7.149.335.122  | -              | 7.149.335.122                                 | 100,00                     |
| PT Bank Central Asia Tbk                    | 3.232.468.178  | 3.419.813.820  | (187.345.642)                                 | (5,48)                     |
| PT BPD Sumatera Utara                       | 599.644.576    | 297.749.174    | 301.895.402                                   | 101,39                     |
| PT Bank DKI                                 | 575.616.922    | 568.687.305    | 6.929.617                                     | 1,22                       |
| PT Bank KEB Hana Indonesia                  | 575.616.922    | 568.687.305    | 6.929.617                                     | 1,22                       |
| PT Bank Mega Tbk                            | 575.616.922    | 568.687.305    | 6.929.617                                     | 1,22                       |
| PT Bank Pembangunan Daerah Papua            | 497.112.072    | -              | 497.112.072                                   | 100,00                     |
| PT BPD Sumatera Selatan dan Bangka Belitung | 331.801.284    | 327.806.864    | 3.994.420                                     | 1,22                       |
| PT Bank CIMB Niaga Tbk                      | 55.939.841     | 2.470.630.404  | (2.414.690.563)                               | (97,74)                    |

| Uraian /<br>Description                                                                                               | 2024                  | 2023                  | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------------------------------|----------------------------|
|                                                                                                                       |                       |                       | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Export-Import Bank of United States                                                                                   | 9.860.152             | 100.890.342           | (91.030.190)                                  | (90,23)                    |
| PT Bank Shinhan                                                                                                       | -                     | 284.343.654           | (284.343.654)                                 | 0,00                       |
| <b>Sub-Jumlah / Subtotal</b>                                                                                          | <b>13.603.011.991</b> | <b>8.607.296.173</b>  | <b>4.995.715.818</b>                          | <b>58,04</b>               |
| <b>Jumlah / Total</b>                                                                                                 | <b>31.778.766.004</b> | <b>21.436.640.970</b> | <b>10.342.125.034</b>                         | <b>48,25</b>               |
| <b>Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Current Portion of Long-Term Loans Maturing</b> |                       |                       |                                               |                            |
| Pihak Berelasi / Related Parties                                                                                      | 1.198.921.707         | 929.940.459           | 268.981.248                                   | 28,92                      |
| <b>Pihak Ketiga / Third Parties</b>                                                                                   |                       |                       |                                               |                            |
| PT Bank Central Asia Tbk                                                                                              | 291.696.225           | 235.672.613           | 56.023.612                                    | 23,77                      |
| PT Bank CIMB Niaga Tbk                                                                                                | 77.974.898            | 18.221.633            | 59.753.265                                    | 327,92                     |
| PT Bank KEB Hana Indonesia                                                                                            | 17.948.186            | 4.194.238             | 13.753.948                                    | 327,92                     |
| PT Bank DKI                                                                                                           | 17.948.186            | 4.194.238             | 13.753.948                                    | 327,92                     |
| PT Bank Mega Tbk                                                                                                      | 17.948.186            | 4.194.238             | 13.753.948                                    | 327,92                     |
| PT Bank Pembangunan Daerah Papua                                                                                      | 15.191.533            | -                     | 15.191.533                                    | 100,00                     |
| PT BPD Sumatera Selatan dan Bangka Belitung                                                                           | 10.941.686            | 2.556.918             | 8.384.768                                     | 327,92                     |
| Export-Import Bank of United States                                                                                   | 9.860.152             | 91.485.309            | (81.625.157)                                  | (89,22)                    |
| PT Bank Shinhan Indonesia                                                                                             | 8.974.093             | 2.097.119             | 6.876.974                                     | 327,92                     |
| <b>Sub-Jumlah / Subtotal</b>                                                                                          | <b>486.411.696</b>    | <b>364.673.049</b>    | <b>121.738.647</b>                            | <b>33,38</b>               |
| Jumlah Bagian Pinjaman Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Total Current Portion of Long-Term Loans    | 1.685.333.403         | 1.294.613.508         | 390.719.895                                   | 30,18                      |
| Bagian Jangka Panjang / Long-Term Loans Portion                                                                       | 30.093.432.601        | 20.142.027.462        | 9.951.405.139                                 | 49,41                      |

Hingga 31 Desember 2024, Perseroan mencatatkan pinjaman jangka panjang sejumlah Rp30,09 triliun, mengalami kenaikan sebesar 49,41% atau sejumlah Rp9,95 triliun jika dibandingkan dengan tahun sebelumnya sebesar Rp20,14 triliun. Perubahan ini disebabkan oleh meningkatnya pinjaman jangka panjang Perusahaan di tahun 2024.

As of December 31, 2024, the Company recorded long-term loans of Rp30.09 trillion, up by 49.41% or Rp9.95 trillion compared to the previous year of Rp20.14 trillion. This change was due to an increase in the Company's long-term loan in 2024.

### Utang Obligasi

(Dalam ribuan rupiah)

### Bonds Payable

(In thousands of Rupiah)

| Uraian /<br>Description                                                                   | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                           |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Obligasi I Kereta Kereta Api Indonesia Tahun 2017 / Kereta Api Indonesia Bond I Year 2017 |               |               |                                               |                            |
| Seri B / Series B                                                                         | -             | 1.000.000.000 | (1.000.000.000)                               | 0,00                       |
| Sub Jumlah / Subtotal                                                                     | -             | 1.000.000.000 | (1.000.000.000)                               | 0,00                       |
| Obligasi II Kereta Api Indonesia Tahun 2019 / Kereta Api Indonesia Bond II Year 2019      |               |               |                                               |                            |
| Seri A / Series A                                                                         | -             | 900.000.000   | (900.000.000)                                 | 0,00                       |
| Seri B / Series B                                                                         | 1.100.000.000 | 1.100.000.000 | 0                                             | 0,00                       |
| Sub Jumlah / Subtotal                                                                     | 1.100.000.000 | 2.000.000.000 | (900.000.000)                                 | (45,00)                    |



| Uraian /<br>Description                                                                                                         | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                                                                 |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Obligasi Berkelanjutan I Kereta Api Indonesia Api Indonesia Tahun 2022 / Kereta Api Indonesia Sustainable Bond I Year 2022      |               |               |                                               |                            |
| Seri A / Series A                                                                                                               | 634.000.000   | 634.000.000   | 0                                             | 0,00                       |
| Seri B / Series B                                                                                                               | 866.000.000   | 866.000.000   | 0                                             | 0,00                       |
| Sub Jumlah / Subtotal                                                                                                           | 1.500.000.000 | 1.500.000.000 | 0                                             | 0,00                       |
| Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 / Kereta Api Indonesia Sustainable Bonds I Phase II Year 2024 |               |               |                                               |                            |
| Seri A / Series A                                                                                                               | 67.000.000    | -             | 0                                             | 0,00                       |
| Seri B / Series B                                                                                                               | 295.500.000   | -             | 0                                             | 0,00                       |
| Seri C / Series C                                                                                                               | 337.500.000   | -             | 0                                             | 0,00                       |
| Sub Jumlah / Subtotal                                                                                                           | 700.000.000   | -             | 0                                             | 0,00                       |
| Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 / Kereta Api Indonesia Sustainable Bonds II Phase I Year 2024 |               |               |                                               |                            |
| Seri A / Series A                                                                                                               | 437.800.000   | -             | 0                                             | 0,00                       |
| Seri B / Series B                                                                                                               | 448.360.000   | -             | 0                                             | 0,00                       |
| Seri C / Series C                                                                                                               | 613.840.000   | -             | 0                                             | 0,00                       |
| Sub Jumlah / Subtotal                                                                                                           | 1.500.000.000 | -             | 0                                             | 0,00                       |
| Jumlah                                                                                                                          | 4.800.000.000 | 4.500.000.000 | 300.000.000                                   | 6,67                       |
| Biaya Penerbitan Obligasi yang belum Diamortisasi /<br>Unamortized Bond Issuance Cost                                           | (13.165.392)  | (6.677.456)   | (6.487.936)                                   | 97,16                      |
| Jumlah Utang Obligasi / Total Bonds Payable                                                                                     | 4.786.834.608 | 4.493.322.544 | 293.512.064                                   | 6,53                       |
| Bagian Utang Obligasi yang Jatuh Tempo dalam Satu Tahun / Portion of Bonds Maturing within One Year                             |               |               |                                               |                            |
| Obligasi I Kereta Api Indonesia Tahun 2017 / Kereta Api Indonesia Bond I                                                        |               |               |                                               |                            |
| Seri B / Series B                                                                                                               | -             | 1.000.000.000 | (1.000.000.000)                               | 0,00                       |
| Obligasi Berkelanjutan I Kereta Api Indonesia Api Indonesia Tahun 2019 / Kereta Api Indonesia Sustainable Bond I Year 2019      |               |               |                                               |                            |
| Seri A / Series A                                                                                                               | -             | 900.000.000   | (900.000.000)                                 | 0,00                       |
| Biaya Penerbitan Obligasi yang belum Diamortisasi /<br>Unamortized Bond Issuance Cost                                           | -             | (1.147.075)   | 1.147.075                                     | 0,00                       |
| Jumlah Bagian Obligasi yang Jatuh Tempo dalam Satu Tahun<br>/ Total Portion of Bonds Maturing within One Year                   | -             | 1.898.852.925 | (1.898.852.925)                               | 0,00                       |
| Utang Obligasi Jangka Panjang / Long-Term Bonds Payable                                                                         | 4.786.834.608 | 2.594.469.619 | 2.192.364.989                                 | 84,50                      |

Hingga 31 Desember 2024, Perseroan mencatatkan utang obligasi yang jatuh tempo dalam satu tahun Perseroan adalah 4.786.834.608, yaitu untuk Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II tahun 2024 dan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I tahun 2024.

As of December 31, 2024, the Company recorded the Company's bond payables maturing within one year of 4,786,834,608, namely for Kereta Api Indonesia Sustainable Bond I Phase II Year 2024 and Kereta Api Indonesia Sustainable Bond II Phase I Year 2024.

**Liabilitas Jangka Pendek Lainnya**

(Dalam ribuan rupiah)

| Uraian /<br>Description             | 2024              | 2023              | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------|-------------------|-------------------|-----------------------------------------------|----------------------------|
|                                     |                   |                   | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Titipan Pegawai / Employee Deposits | 62.969.940        | 60.909.704        | 2.060.236                                     | 3,38                       |
| Uang Jaminan / Security Deposits    | 5.239.503         | 5.960.655         | (721.152)                                     | (12,10)                    |
| Lain-lain / Others                  | 25.299.492        | 24.931.641        | 367.851                                       | 1,48                       |
| <b>Jumlah / Total</b>               | <b>93.508.935</b> | <b>91.802.000</b> | <b>1.706.935</b>                              | <b>1,86</b>                |

Di tahun 2024, Perseroan mencatatkan liabilitas jangka pendek lainnya sejumlah Rp93,51 miliar, mengalami kenaikan sebesar 1,85% atau sejumlah Rp1,71 miliar jika dibandingkan dari tahun sebelumnya sejumlah Rp91,80 miliar. Perubahan ini disebabkan oleh meningkatnya liabilitas berupa titipan pegawai dan lain-lain.

**Other Current Liabilities**

(In thousands of Rupiah)

In 2024, the Company recorded other current liabilities of Rp93.51 billion, up by 1.85% or Rp1.71 billion compared to the previous year of Rp91.80 billion. This change was caused by an increase in liabilities in the form of employee deposits and others.

**Liabilitas Jangka Panjang**

Di tahun 2024, Perseroan mencatatkan nilai realisasi liabilitas jangka panjang sejumlah Rp45,23 triliun, mengalami kenaikan sebesar 38,96% atau sejumlah Rp12,68 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp32,55 triliun. Perubahan ini disebabkan oleh adanya pencatatan obligasi dan sukuk di tahun 2024.

**Non-Current Liabilities**

In 2024, the Company recorded non-current liabilities of Rp45.23 trillion, up by 38.96% or Rp12.68 trillion compared to 2023 at Rp32.55 trillion. This change was caused by the listing of bonds and sukuk in 2024.

**Liabilitas Sewa**

Di tahun 2024, Perseroan mencatatkan nilai realisasi liabilitas sewa sejumlah Rp69,42 miliar, mengalami penurunan sebesar 6,40% atau sejumlah Rp4,74 miliar jika dibandingkan dengan realisasi tahun 2023 sebesar Rp74,17 miliar. Perubahan ini disebabkan oleh meningkatnya nilai bunga dan bagian jatuh tempo satu tahun.

**Lease Liabilities**

In 2024, the Company recorded a realization value of lease liabilities of Rp69.42 billion, a decrease of 6.40% or Rp4.74 billion when compared to the realization in 2023 of Rp74.17 billion. This change was due to an increase in the value of interest and the one-year maturity portion.

**Pendapatan Diterima di Muka**

(Dalam ribuan rupiah)

| Uraian /<br>Description                                   | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                           |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Jatuh Tempo dalam Satu Tahun / Current Maturities         |               |               |                                               |                            |
| Non Angkutan / Non-Transportation                         | 812.850.034   | 700.443.816   | 112.406.218                                   | 16,05                      |
| Angkutan Penumpang / Passenger Transportation             | 641.165.987   | 547.600.796   | 93.565.191                                    | 17,09                      |
| Angkutan Barang / Freight Transportation                  | 76.884.941    | 33.593.086    | 43.291.855                                    | 128,87                     |
| Jumlah / Total                                            | 1.530.900.962 | 1.281.637.698 | 249.263.264                                   | 19,45                      |
| Jangka Panjang Lebih dari Satu Tahun / Long-Term Maturity |               |               |                                               |                            |
| Non Angkutan / Non-Transportation                         | 797.211.219   | 834.563.297   | (37.352.078)                                  | (4,48)                     |

**Unearned Revenue**

(In thousands of Rupiah)

Di tahun 2024, Perseroan mencatatkan nilai pendapatan yang diterima di muka sejumlah Rp1,53 triliun, mengalami kenaikan sebesar 19,45% atau sejumlah Rp249,26 miliar jika dibandingkan dari tahun sebelumnya sejumlah Rp1,28 triliun. Perubahan ini didorong oleh meningkatnya nilai pendapatan diterima dimuka yang jatuh tempo pada non angkutan, angkutan penumpang dan angkutan barang.

In 2024, the Company recorded an unearned income of Rp1.53 trillion, an increase of 19.45% or Rp249.26 billion compared to the previous year of Rp1.28 trillion. This change was driven by an increase in the value of prepaid income due on non-transportation, passenger transportation and freight transportation.

### Liabilitas Imbalan Kerja Jangka Panjang

(Dalam ribuan rupiah)

### Long-Term Employee Benefits Liabilities

(In thousands of Rupiah)

| Uraian /<br>Description                                                                        | 2024                 | 2023                 | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------------------------------------------|----------------------|----------------------|-----------------------------------------------|----------------------------|
|                                                                                                |                      |                      | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Program Pensiun Eks PNS / Pension Plan for Ex-PNS                                              | 1.065.111.101        | 1.138.251.753        | (73.140.652)                                  | (6,43)                     |
| Program Pensiun Eks Perum dan Persero / Pension Plan for Ex-Perum and Persero                  | 4.504.531.649        | 4.401.673.427        | 102.858.222                                   | 2,34                       |
| Imbalan Kerja Lain / Other Employment Benefits                                                 | 98.545.304           | 78.591.696           | 19.953.608                                    | 25,39                      |
| <b>Jumlah Liabilitas Imbalan Kerja Jangka Panjang /<br/>Total Employee Benefit Liabilities</b> | <b>5.668.188.054</b> | <b>5.618.516.876</b> | <b>49.671.178</b>                             | <b>0,88</b>                |

Di tahun 2024, Perseroan mencatatkan liabilitas imbalan kerja jangka panjang sejumlah Rp5,67 triliun, mengalami kenaikan sebesar 0,88% atau sejumlah Rp49,67 miliar jika dibandingkan dengan tahun sebelumnya sebesar Rp5,62 triliun. Perubahan ini disebabkan oleh meningkatnya nilai imbalan kerja lainnya sebesar 25,39%.

In 2024, the Company recorded long-term employee benefit liabilities of Rp5.67 trillion, up by 0.88% or Rp49.67 billion compared to the previous year of Rp5.62 trillion. This change was caused by an increase in other employee benefits of Rp25.39%.

### Liabilitas Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun

#### Pinjaman Jangka Panjang

Di tahun 2024, Perseroan mencatatkan nilai realisasi pinjaman jangka panjang sejumlah Rp30,09 triliun, mengalami kenaikan sebesar 49,41% atau sejumlah Rp9,95 triliun jika dibandingkan dengan realisasi tahun 2023 sebesar Rp20,14 triliun.

### Long-Term Liabilities After Deducting the Portion Due in One Year

#### Long-Term Loans

In 2024, the Company recorded the realization value of long-term loans of Rp30.09 trillion, up by 49.41% or Rp9.95 trillion compared to the realization in 2023 of Rp20.14 trillion.

#### Pinjaman Program PEN

Di tahun 2024, Perseroan mencatatkan pinjaman program PEN sejumlah Rp2,37 triliun, mengalami penurunan sebesar 9,72% atau sejumlah Rp255,21 miliar jika dibandingkan dari tahun sebelumnya sebesar Rp2,63 triliun.

#### PEN Program Loans

In 2024, the Company recorded PEN program loans of Rp2.37 trillion, down by 9.72% or Rp255.21 billion compared to the previous year of Rp2.63 trillion.

#### Utang Obligasi

Di tahun 2024, Perseroan mencatatkan utang obligasi setelah dikurangi bagian jatuh tempo dalam satu sejumlah Rp4,79 triliun, mengalami kenaikan sebesar 84,50% jika dibandingkan tahun 2023 sejumlah Rp2,59 triliun.

#### Bonds Payable

In 2024, the Company recorded bonds payable after deducting the maturity portion in one year amounting to Rp4.79 trillion, up by 84.50% compared to 2023 at Rp2.59 trillion.

**Sukuk**

Hingga 31 Desember 2024, Perseroan mencatatkan sukuk sejumlah Rp1,30 triliun, mengalami peningkatan sebesar 159,82% jika dibandingkan tahun 2023 sejumlah Rp498,59 miliar.

**Sukuk**

As of December 31, 2024, the Company recorded sukuk amounting to Rp1.30 trillion, up by 159.82% compared to the 2023 of Rp498.59 billion.

**Liabilitas Jangka Panjang Lainnya**

(Dalam ribuan rupiah)

| Uraian /<br>Description                                                                | 2024               | 2023               | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------------------------------------------------------------|--------------------|--------------------|-----------------------------------------------|----------------------------|
|                                                                                        |                    |                    | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Akhir Titipan Dana Iuran Pensiun /<br>Final Balance of Pension Contribution Fund | 90.136.693         | 91.258.933         | (1.122.240)                                   | (1,23)                     |
| Titipan Dana Kesehatan Pegawai /<br>Employee Health Fund Deposit                       | 40.891.764         | 60.679.342         | (19.787.578)                                  | (32,61)                    |
| Tantiem Direksi /<br>Performance Bonus for the Board of Directors                      | 17.167.887         | 7.592.201          | 9.575.686                                     | 126,13                     |
| <b>Jumlah / Total</b>                                                                  | <b>148.196.344</b> | <b>159.530.476</b> | <b>(11.334.132)</b>                           | <b>(7,10)</b>              |

**Other Non-Current Liabilities**

(In thousands of Rupiah)

Di tahun 2024, Perseroan mencatatkan liabilitas jangka panjang sejumlah Rp148,20 miliar, mengalami penurunan sebesar 7,10% jika dibandingkan tahun 2023 sejumlah Rp159,53 miliar.

In 2024, the Company recorded long-term liabilities of Rp148.20 billion, a decrease of 7.10% compared to 2023 of Rp159.53 billion.

**EKUITAS**

Di tahun 2024, Perseroan mencatatkan nilai ekuitas sejumlah Rp35,32 triliun, mengalami peningkatan sebesar 14,30% atau sejumlah Rp4,42 triliun dari tahun sebelumnya sejumlah Rp30,91 triliun.

**EQUITY**

In 2024, the Company recorded an equity value of Rp35.32 trillion, up by 14.30% or Rp4.42 trillion, from the previous year of Rp30.91 trillion.

**Modal Ditempatkan dan Disetor Penuh**

(Dalam ribuan rupiah)

| Uraian /<br>Description                               | 2024                  | 2023                  | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------|-----------------------|-----------------------|-----------------------------------------------|----------------------------|
|                                                       |                       |                       | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Saldo Awal Tahun / Balance at the Beginning of Year   | 22.368.743.000        | 19.168.743.000        | 3.200.000.000                                 | 16,69%                     |
| Penambahan Modal Disetor / Additional Paid-In Capital | -                     | 3.200.000.000         | (3.200.000.000)                               | 0,00                       |
| <b>Jumlah / Total</b>                                 | <b>22.368.743.000</b> | <b>22.368.743.000</b> | <b>0</b>                                      | <b>0,00</b>                |

**Issued and Fully Paid Capital**

(In thousands of Rupiah)

Di tahun 2024, nilai modal yang ditempatkan dan disetor penuh di tahun 2024 sama seperti tahun 2023 sejumlah Rp22,39 triliun.

In 2024, the value of issued and fully paid capital similar with that of 2023 at Rp22.39 trillion.



### Saldo Laba

(Dalam ribuan rupiah)

### Retained Earnings

(In thousands of Rupiah)

| Uraian /<br>Description                                                                               | 2024                  | 2023                 | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------------------------------------------------------|-----------------------|----------------------|-----------------------------------------------|----------------------------|
|                                                                                                       |                       |                      | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Ditentukan Penggunaannya (Cadangan Wajib dan Umum) /<br>Appropriated (Mandatory and General Reserves) | 11.350.319.578        | 9.476.398.277        | 1.873.921.301                                 | 19,77                      |
| Belum Ditentukan Penggunaannya / Unappropriated                                                       | 414.661.682           | 76.609.318           | 338.052.364                                   | 441,27                     |
| <b>Jumlah / Total</b>                                                                                 | <b>11.764.981.260</b> | <b>9.553.007.595</b> | <b>2.211.973.665</b>                          | <b>23,15</b>               |

Hingga 31 Desember 2024, Perseroan mencatatkan nilai saldo laba sejumlah Rp11,76 triliun, mengalami peningkatan sebesar 23,15% atau sejumlah Rp2,21 triliun jika dibandingkan dari tahun sebelumnya sejumlah Rp9,55 triliun. Perubahan ini disebabkan oleh meningkatnya nilai saldo laba yang belum ditentukan penggunaannya.

As of December 31, 2024, the Company recorded retained earnings of Rp11.76 trillion, up by 23.15% or Rp2.21 trillion compared to the previous year of Rp9.55 trillion. This change was caused by an increase in the value of retained earnings whose use has not been determined.

### Komponen Ekuitas Lainnya

(Dalam ribuan rupiah)

### Other Equity Components

(In thousands of Rupiah)

| Uraian /<br>Description                                                                       | 2024                 | 2023                   | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------------------|----------------------|------------------------|-----------------------------------------------|----------------------------|
|                                                                                               |                      |                        | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Akumulasi Rugi Aktuarial atas Imbalan Kerja / Accumulated Actuar                              | (886.127.336)        | (1.082.459.162)        | 196.331.826                                   | (18,14)                    |
| Selisih Likuidasi / Liquidation Difference                                                    | 968.135              | 968.135                | 0                                             | 0,00                       |
| Tambahan Modal Disetor atas Pengampunan Pajak /<br>Additional Paid-in Capital for Tax Amnesty | 486.081              | 486.081                | 0                                             | 0,00                       |
| <b>Jumlah / Total</b>                                                                         | <b>(884.673.120)</b> | <b>(1.081.004.946)</b> | <b>196.331.826</b>                            | <b>(18,16)</b>             |

Di tahun 2024, Perseroan mencatatkan komponen ekuitas lainnya sejumlah Rp884,67 miliar, mengalami penurunan sebesar 18.16% dari tahun sebelumnya sebesar Rp1,08 triliun. Perubahan ini didorong oleh penurunan ekuitas lainnya pada akumulasi rugi aktuarial atas imbalan kerja di tahun 2024.

In 2024, the Company recorded other equity components of Rp884.67 billion, a decrease of 18.16% from the previous year of Rp1.08 trillion. This change was driven by a decrease in other equity in the accumulation of actuarial losses on employee benefits in 2024.

## Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

*Consolidated Statement of Profit or Loss and other Comprehensive Income*

(Dalam ribuan rupiah)

(In thousands of Rupiah)

| Uraian /<br>Description                                                                | 2024           | 2023           | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------------------------------------------------------------|----------------|----------------|-----------------------------------------------|----------------------------|
|                                                                                        |                |                | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pendapatan / Revenues                                                                  |                |                |                                               |                            |
| Pendapatan Angkutan dan Usaha Lainnya / Transportation<br>and Other Operating Revenues | 35.926.409.909 | 27.764.287.041 | 8.162.122.868                                 | 29,40                      |
| Pendapatan Konstruksi / Construction Revenue                                           | 181.807.049    | 7.342.248.533  | (7.160.441.484)                               | (97,52)                    |
| Jumlah Pendapatan / Total Revenues                                                     | 36.108.216.958 | 35.106.535.574 | 1.001.681.384                                 | 2,85                       |

| Uraian /<br>Description                                                                                                                                                                              | 2024             | 2023             | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------------------------------|----------------------------|
|                                                                                                                                                                                                      |                  |                  | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Beban Pokok Pendapatan / Cost of Revenues                                                                                                                                                            |                  |                  |                                               |                            |
| Beban Angkutan dan Usaha Lainnya /<br>Transportation and Other Operating Costs                                                                                                                       | (23.091.708.605) | (19.676.271.707) | (3.415.436.898)                               | 17,36                      |
| Beban Konstruksi / Construction Cost                                                                                                                                                                 | (181.807.049)    | (7.342.248.533)  | 7.160.441.484                                 | (97,52)                    |
| Jumlah Beban Pokok Pendapatan / Total Cost of Revenues                                                                                                                                               | (23.273.515.654) | (27.018.520.240) | 3.745.004.586                                 | (13,86)                    |
| Laba Bruto / Gross Profit                                                                                                                                                                            | 12.834.701.304   | 8.088.015.334    | 4.746.685.970                                 | 58,69                      |
| Beban Usaha / Operating Expenses                                                                                                                                                                     | (5.233.308.116)  | (4.227.212.786)  | (1.006.095.330)                               | 23,80                      |
| Laba Usaha / Operating Profit                                                                                                                                                                        | 7.601.393.188    | 3.860.802.548    | 3.740.590.640                                 | 96,89                      |
| Penghasilan Keuangan / Finance Income                                                                                                                                                                | 493.599.135      | 301.722.909      | 191.876.226                                   | 63,59                      |
| Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama /<br>Share in Net Loss of Associates and Joint Ventures                                                                                      | (2.230.032.781)  | (507.073.954)    | (1.722.958.827)                               | 339,78                     |
| Beban Keuangan / Finance Cost                                                                                                                                                                        | (2.567.137.244)  | (1.507.438.966)  | (1.059.698.278)                               | 70,30                      |
| Selisih Kurs / Foreign Exchanges                                                                                                                                                                     | 179.501.992      | (57.275.927)     | 236.777.919                                   | 413,40                     |
| Keuntungan (Kerugian) Lain-lain – Bersih /<br>Other Gains (Losses) – Net                                                                                                                             | (167.215.274)    | 156.750.557      | (323.965.831)                                 | (206,68)                   |
| Laba (Rugi) Sebelum Pajak / Income Before Tax                                                                                                                                                        | 3.310.109.016    | 2.247.487.167    | 1.062.621.849                                 | 47,28                      |
| Beban Pajak Kini / Current Tax Expenses                                                                                                                                                              | (1.572.240.079)  | (144.914.096)    | (1.427.325.983)                               | 984,95                     |
| Penyesuaian Pajak Periode Lalu / Past Period Tax<br>Adjustments                                                                                                                                      | 90.405.834       | (3.475.554)      | 93.881.388                                    | (2.701,19)                 |
| Beban Pajak Tangguhan / Deferred Tax Expenses                                                                                                                                                        | 394.307.989      | (227.549.380)    | 621.857.369                                   | (273,28)                   |
| Laba Tahun Berjalan / Income for Year                                                                                                                                                                | 2.222.582.760    | 1.871.548.137    | 351.034.623                                   | 18,76                      |
| Penghasilan (Rugi) Komprehensif Lain yang Tidak Direklasifikasi ke Laba Rugi pada Periode Berikutnya / Other Comprehensive Income<br>(Loss) Not Reclassified to Profit or Loss in Subsequent Periods |                  |                  |                                               |                            |
| Pengukuran Kembali Liabilitas Imbalan Pasti /<br>Remeasurement of Defined Benefit Obligation                                                                                                         | 252.661.291      | (56.850.198)     | 309.511.489                                   | (544,43)                   |
| Efek Pajak Penghasilan Terkait / Income Tax Effect                                                                                                                                                   | (56.148.781)     | 11.703.462       | (67.852.243)                                  | (579,76)                   |
| Jumlah Laba (Rugi) Komprehensif Lain – Setelah Pajak / Total<br>Other Comprehensive Income (Loss) – Net of Tax                                                                                       | 196.512.510      | (45.146.736)     | 241.659.246                                   | (535,28)                   |
| Jumlah Laba (Rugi) Komprehensif Tahun Berjalan / Total<br>Comprehensive Income (Loss) for the Year                                                                                                   | 2.419.095.270    | 1.826.401.401    | 592.693.869                                   | 32,45                      |
| Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan Kepada: / Income for the Year Attributable to:                                                                                                   |                  |                  |                                               |                            |
| Pemilik Entitas Induk / Owner of the Parent Entity                                                                                                                                                   | 2.211.973.665    | 1.873.921.301    | 338.052.364                                   | 18,04                      |
| Kepentingan Non-Pengendali / Non-Controlling Interes                                                                                                                                                 | 10.609.095       | (2.373.164)      | 12.982.259                                    | (547,04)                   |
| Jumlah / Total                                                                                                                                                                                       | 2.222.582.760    | 1.871.548.137    | 351.034.623                                   | 18,76                      |
| Jumlah Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada: / Total Comprehensive Income Attributable To:                                                                                       |                  |                  |                                               |                            |
| Pemilik Entitas Induk / Owner of the Parent Entity                                                                                                                                                   | 2.408.305.491    | 1.828.945.530    | 579.359.961                                   | 31,68                      |
| Kepentingan Non-Pengendali / Non-Controlling Interes                                                                                                                                                 | 10.789.779       | (2.544.129)      | 13.333.908                                    | (524,11)                   |
| Jumlah / Total                                                                                                                                                                                       | 2.419.095.270    | 1.826.401.401    | 592.693.869                                   | 32,45                      |
| Laba (Rugi) per Saham Dasar / Basic Earning (Loss) per Share                                                                                                                                         | 99               | 84               | 15                                            | 17,86                      |

### Pendapatan

Hingga 31 Desember 2024, Perseroan mencatatkan pendapatan sejumlah Rp36,11 triliun, mengalami peningkatan sebesar 2,85% atau sejumlah Rp1,00 triliun dari tahun 2023 sejumlah Rp27,76 triliun. Peningkatan pendapatan diperoleh dari pendapatan angkutan dan usaha lainnya sebesar 29,40%.

### Beban Pokok Pendapatan

Di tahun 2024, Perseroan mencatatkan realisasi beban pokok pendapatan sejumlah Rp23,27 triliun, mengalami penurunan sebesar 13,86% jika dibandingkan dari realisasi tahun 2023 sebesar Rp27,02 triliun. Perubahan ini disebabkan oleh peningkatan beban angkutan dan usaha lainnya sebesar 17,36%.

### Laba Bruto

(Dalam ribuan rupiah)

| Uraian /<br>Description                                | 2024             | 2023             | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|--------------------------------------------------------|------------------|------------------|-----------------------------------------------|----------------------------|
|                                                        |                  |                  | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Jumlah Pendapatan / Total Revenues                     | 36.108.216.958   | 35.106.535.574   | 1.001.681.384                                 | 2,85                       |
| Jumlah Beban Pokok Pendapatan / Total Cost of Revenues | (23.273.515.654) | (27.018.520.240) | 3.745.004.586                                 | (13,86)                    |
| Laba Bruto / Gross Profit                              | 12.834.701.304   | 8.088.015.334    | 4.746.685.970                                 | 58,69                      |

Di tahun 2024, Perseroan mencatatkan laba bruto sejumlah Rp12,83 triliun, mengalami kenaikan sebesar 58,69% jika dibandingkan dari tahun sebelumnya sebesar Rp8,09 triliun. Perubahan ini disebabkan oleh meningkatnya nilai pendapatan Perusahaan di tahun 2024.

### Revenues

As of December 31, 2024, the Company recorded revenue of Rp36.11 trillion, an increase of 2.85% or Rp1.00 trillion from Rp27.76 trillion in 2023. The increase in revenue was obtained from revenue from transportation and other businesses of 29.40%.

### Cost of Revenue

In 2024, the Company recorded the realization of cost of revenue of Rp23.27 trillion, a decrease of 13.86% compared to the realization in 2023 of Rp27.02 trillion. This change was due to an increase in transportation and other business expenses of 17.36%.

### Gross Profit

(In thousands of Rupiah)

In 2024, the Company recorded a gross profit of Rp12.83 trillion, up by 58.69% compared to the previous year of Rp8.09 trillion. This change was due to an increase in the Company's revenue value in 2024.

### Beban Usaha

(Dalam ribuan rupiah)

| Uraian /<br>Description                                                           | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                   |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pekerja / Employees                                                               | 2.635.716.919 | 2.870.874.456 | (235.157.537)                                 | (8,19)                     |
| Konsultan, Penelitian dan Pengembangan / Consultant,<br>Research, and Development | 878.327.323   | 80.752.194    | 797.575.129                                   | 987,68                     |
| Perlengkapan dan Operasional Kantor / Office Equipment<br>and Operations          | 306.566.620   | 214.509.157   | 92.057.463                                    | 42,92                      |
| Teknologi dan Sistem Informasi / Information Technology<br>and Systems            | 251.115.562   | 191.216.622   | 59.898.940                                    | 31,33                      |
| Pemasaran / Marketing                                                             | 245.699.547   | 238.721.485   | 6.978.062                                     | 2,92                       |
| Penurunan Nilai Aset Keuangan / Impairment of Financial<br>Assets                 | 225.448.093   | 34.265.549    | 191.182.544                                   | 557,94                     |
| Rapat/Akomodasi / Meetings/Accommodation                                          | 194.262.247   | 135.391.442   | 58.870.805                                    | 43,48                      |
| Pendidikan dan Pelatihan / Education and Training                                 | 151.398.785   | 149.609.220   | 1.789.565                                     | 1,20                       |
| Penyusutan Fasilitas / Depreciation of Facilities                                 | 108.514.219   | 99.798.926    | 8.715.293                                     | 8,73                       |

### Operating Expenses

(In thousands of Rupiah)

| Uraian /<br>Description                         | 2024                 | 2023                 | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------|----------------------|----------------------|-----------------------------------------------|----------------------------|
|                                                 |                      |                      | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pajak Bumi dan Bangunan / Land and Building Tax | 102.101.740          | 87.764.692           | 14.337.048                                    | 16,34                      |
| Administrasi / Administration                   | 134.157.061          | 124.309.045          | 9.848.017                                     | 7,92                       |
| <b>Jumlah / Total</b>                           | <b>5.233.308.116</b> | <b>4.227.212.786</b> | <b>1.006.095.330</b>                          | <b>23,80</b>               |

Di tahun 2024, Perseroan mencatatkan nilai beban usaha sejumlah Rp5,23 triliun, mengalami kenaikan sebesar 23,80% jika dibandingkan dari tahun 2023 sejumlah Rp4,23triliun. Perubahan ini disebabkan oleh meningkatnya beban usaha pada pembayaran konsultan, penelitian dan pengembangan.

In 2024, the Company recorded operating expense of Rp5.23 trillion, up 23.80% compared to 2023 of Rp4.23 trillion. This change was caused by an increase in business expenses on consultant payments, research and development.

### Laba Usaha

(Dalam ribuan rupiah)

### Operating Profit

(In thousands of Rupiah)

| Uraian /<br>Description          | 2024            | 2023            | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------|-----------------|-----------------|-----------------------------------------------|----------------------------|
|                                  |                 |                 | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Laba Bruto / Gross Profit        | 12.834.701.304  | 8.088.015.334   | 4.746.685.970                                 | 58,69                      |
| Beban Usaha / Operating Expenses | (5.233.308.116) | (4.227.212.786) | (1.006.095.330)                               | 23,80                      |
| Laba Usaha / Operating Profit    | 7.601.393.188   | 3.860.802.548   | 3.740.590.640                                 | 96,89                      |

Di tahun 2024, Perseroan mencatatkan laba usaha sejumlah Rp7,60 triliun, mengalami peningkatan sebesar 96,89% jika dibandingkan dari tahun sebelumnya sebesar Rp3,86 triliun. Perubahan ini disebabkan oleh peningkatan pendapatan Perusahaan di tahun 2024.

In 2024, the Company recorded an operating profit of Rp7.60 trillion, up by 96.89% compared to the previous year of Rp3.86 trillion. This change was due to an increase in the Company's revenue in 2024.

### Penghasilan Keuangan

(Dalam ribuan rupiah)

### Finance Income

(In thousands of Rupiah)

| Uraian /<br>Description                                    | 2024               | 2023               | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|------------------------------------------------------------|--------------------|--------------------|-----------------------------------------------|----------------------------|
|                                                            |                    |                    | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Pendapatan Bunga Pinjaman PSBI / PSBI Loan Interest Income | 210.543.919        | -                  | 210.543.919                                   | 100,00                     |
| Jasa Giro / Current Account Service                        | 156.991.024        | 150.723.754        | 6.267.270                                     | 4,16                       |
| Penyesuaian Nilai Kini PEN / PEN Current Value Adjustment  | 96.429.626         | 109.099.460        | (12.669.834)                                  | (11,61)                    |
| Deposito Berjangka / Time Deposit                          | 29.634.566         | 41.899.695         | (12.265.129)                                  | (29,27)                    |
| <b>Jumlah / Total</b>                                      | <b>493.599.135</b> | <b>301.722.909</b> | <b>191.876.226</b>                            | <b>63,59</b>               |

Di tahun 2024, Perseroan mencatatkan nilai penghasilan keuangan sejumlah Rp493,60 miliar, meningkat sebesar 63,59% jika dibandingkan dengan tahun sebelumnya sejumlah Rp301,72 miliar. Perubahan ini disebabkan oleh meningkatnya pendapatan bunga pinjaman dan jasa giro.

In 2024, the Company recorded finance income of Rp493.60 billion, 63.59% compared to the previous year of Rp301.72 billion. This change was due to an increase in interest income on loans and current account services.



**Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama**

(Dalam ribuan rupiah)

**Share of Net Loss of Associates and Joint Ventures**

(In thousands of Rupiah)

| Uraian /<br>Description                            | 2024            | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|----------------------------------------------------|-----------------|---------------|-----------------------------------------------|----------------------------|
|                                                    |                 |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Entitas Asosiasi / Associates                      |                 |               |                                               |                            |
| PT Moda Integrasi Transportasi Jabodetabek         | 1.185.085       | (10.739.632)  | 11.924.717                                    | (111,0)                    |
| PT BPRS Baiturridha Pusaka                         | 4.425.890       | 2.611.751     | 1.814.139                                     | 69,5                       |
| Ventura Bersama / Joint Ventures                   |                 |               |                                               |                            |
| PT Pilar Sinergi BUMN Indonesia (PSBI)             | (2.239.983.179) | (500.413.215) | (1.739.569.964)                               | 347,63                     |
| KSO Bumi Kalog                                     | 4.044.948       | 817.504       | 3.227.444                                     | 394,79                     |
| KSO B Kalog                                        | 256.001         | 701.082       | (445.081)                                     | (63,48)                    |
| KSO PT KAPM - PT PPBM (PT Pacific Prima Buana Mas) |                 |               |                                               |                            |
| KSO PT KAPM - PT Mega Dasa Semesta                 | 38.475          | (51.444)      | 89.919                                        | (174,79)                   |
| KSO PT KAPM - PT Mahakarya Properti                |                 |               |                                               |                            |
| Jumlah / Total                                     | (2.230.032.780) | (507.073.954) | (1.722.958.826)                               | 339,78                     |

Di tahun 2024, Perseroan membukukan bagian rugi bersih entitas asosiasi dan ventura bersama sejumlah Rp2,23 triliun, meningkat sebesar 339,78% dari tahun sebelumnya sejumlah Rp507,07 miliar. Perubahan ini disebabkan oleh meningkatnya rugi bersih yang diperoleh dari ventura bersama.

In 2024, the Company recorded share of net loss of associates and joint ventures of Rp2.23 billion, up by 339.78% from the previous year of Rp507.07 billion. This change was caused by an increase in net losses obtained from joint ventures.

**Beban Keuangan**

Di tahun 2024, realisasi beban keuangan Perseroan mencapai Rp2,57 triliun, meningkat sebesar 70,30% jika dibandingkan dengan realisasi tahun sebelumnya sejumlah Rp1,51 triliun.

**Financial Expenses**

In 2024, the Company's financial expenses reached Rp2.57 trillion, up by 70.30% compared to the previous year of Rp1.51 trillion.

**Selisih Kurs**

Di tahun 2024, Perseroan mencatatkan selisih kurs mencapai Rp179.50 miliar, meningkat sebesar 413,40% jika dibandingkan tahun sebelumnya sejumlah Rp57,28 miliar.

**Foreign Exchanges**

In 2024, the Company recorded a foreign exchange difference of Rp179.50 billion, up by 413.40% compared to the previous year of Rp57.28 billion.

**Keuntungan (Kerugian) Lain-Lain - Bersih**

Di tahun 2024, Perseroan mencatatkan keuntungan lain-lain bersih mencapai Rp167,22 miliar, menurun sebesar 206,68% jika dibandingkan dari tahun sebelumnya sejumlah Rp156,75 miliar.

**Other Gains (Losses) - Net**

In 2024, the Company recorded other net gains of Rp167.22 billion, down by 206.68% compared to the previous year of Rp156.75 billion.

**Laba (Rugi) Sebelum Pajak**

(Dalam ribuan rupiah)

**Profit (Loss) Before Tax**

(In thousands of Rupiah)

| Uraian /<br>Description               | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                       |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Laba Usaha / Operating Profit         | 7.601.393.188 | 3.860.802.548 | 3.740.590.640                                 | 96,89                      |
| Penghasilan Keuangan / Finance Income | 493.599.135   | 301.722.909   | 191.876.226                                   | 63,59                      |

| Uraian /<br>Description                                                                                         | 2024            | 2023            | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------------------------------------|----------------------------|
|                                                                                                                 |                 |                 | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama /<br>Share of Net Loss of Associates and Joint Ventures | (2.230.032.781) | (507.073.954)   | (1.722.958.827)                               | 339,78                     |
| Beban Keuangan / Financial Expenses                                                                             | (2.567.137.244) | (1.507.438.966) | (1.059.698.278)                               | 70,30                      |
| Selisih Kurs / Foreign Exchanges                                                                                | 179.501.992     | (57.275.927)    | 236.777.919                                   | (413,40)                   |
| Keuntungan (Kerugian) Lain-lain – Bersih /<br>Other Gains (Loss) – Net                                          | (167.215.274)   | 156.750.557     | (323.965.831)                                 | (206,68)                   |
| Laba Sebelum Pajak / Profit Before Tax                                                                          | 3.310.109.016   | 2.247.487.167   | 1.062.621.849                                 | 47,28                      |

Di tahun 2024, Perseroan mencatatkan laba (rugi) sebelum pajak sejumlah Rp3,31 triliun, meningkat sebesar 47,28% dari tahun sebelumnya sejumlah Rp2,25 triliun. Perubahan ini disebabkan oleh meningkatnya Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama sebesar 339,78%.

In 2024, the Company recorded a profit (loss) before tax of Rp3.31 trillion, up by 47.28% from the previous year of Rp2.25 trillion. This change was due to an increase in the Net Loss Portion of Associates and Joint Ventures by 339.78%.

#### Manfaat (Beban) Pajak Penghasilan – Bersih

(Dalam ribuan rupiah)

#### Income Tax Benefits (Expenses) – Net

(In thousands of Rupiah)

| Uraian /<br>Description                                      | 2024            | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|--------------------------------------------------------------|-----------------|---------------|-----------------------------------------------|----------------------------|
|                                                              |                 |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Konsolidasian / Consolidated                                 |                 |               |                                               |                            |
| Beban Pajak Kini / Current Tax Expense                       |                 |               |                                               |                            |
| Tahun Berjalan / Current Year                                | (1.572.240.079) | (144.914.096) | (1.427.325.983)                               | 984,95                     |
| Penyesuaian / Adjustment                                     | 90.405.834      | (3.475.554)   | 93.881.388                                    | (2.701,19)                 |
| Manfaat Pajak Tangguhan / Deferred Tax                       | 394.307.989     | (227.549.380) | 621.857.369                                   | (273,28)                   |
| Efek Perubahan Tarif Pajak / Effects of Changes in Tax Rates |                 |               |                                               |                            |
| Jumlah / Total                                               | (1.087.526.256) | (375.939.030) | (711.587.226)                                 | 189,28                     |

Di tahun 2024, Perseroan mencatatkan nilai manfaat (beban) pajak penghasilan bersih sejumlah Rp1,09 triliun, meningkat sebesar 189,28% jika dibandingkan dengan tahun sebelumnya sejumlah Rp375,94 miliar. Perubahan ini disebabkan oleh meningkatnya beban tahun berjalan sebesar 984,94% di tahun 2024.

In 2024, the Company recorded a net income tax benefit (expense) of Rp1.09 trillion, up by 189.28% compared to the previous year of Rp375.94 billion. This change was due to an increase in current year expenses by 984.94% in 2024.

#### Laba (Rugi) Tahun Berjalan

(Dalam ribuan rupiah)

#### Income (Loss) for the Year

(In thousands of Rupiah)

| Uraian /<br>Description                                                                         | 2024            | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-------------------------------------------------------------------------------------------------|-----------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                                 |                 |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Laba (Rugi) Sebelum Pajak / Profit (Loss) Before Tax                                            | 3.310.109.016   | 2.247.487.167 | 1.062.621.849                                 | 47,28                      |
| Beban Manfaat (Manfaat Beban) Pajak Penghasilan – Bersih /<br>Income Tax Benefits (Expense) Net | (1.087.526.256) | (375.939.030) | (711.587.226)                                 | 189,28                     |
| Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year                                         | 2.222.582.760   | 1.871.548.137 | 351.034.623                                   | 18,76                      |

Di tahun 2024, Perseroan mencatatkan laba (rugi) tahun berjalan sejumlah Rp2,22 triliun, meningkat sebesar 18,76% jika dibandingkan dengan tahun sebelumnya sejumlah Rp1,87 triliun. Perubahan ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

In 2024, the Company recorded profit (loss) for the year of Rp2.22 trillion, up by 18.76% compared to the previous year of Rp1.87 trillion. This change was due to an increase in the Company's revenue in 2024.

#### Laba (Rugi) Komprehensif Lain Setelah Pajak

(Dalam ribuan rupiah)

#### Other Comprehensive Income (Loss) – Net of Tax

(In thousands of Rupiah)

| Uraian /<br>Description                                                                                                                                                                             | 2024         | 2023         | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|-----------------------------------------------|----------------------------|
|                                                                                                                                                                                                     |              |              | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Penghasilan (Rugi) Komprehensif Lain yang Tidak Direklasifikasi ke Laba Rugi pada Periode Berikutnya: /<br>Other Comprehensive Income (Loss) Not to be Reclassified to Profit or Loss Subsequently: |              |              |                                               |                            |
| Pengukuran Kembali Liabilitas Imbalan Pasti /<br>Remeasurement of Defined Benefit Obligation                                                                                                        | 252.661.291  | (56.850.198) | 309.511.489                                   | (544,43)                   |
| Efek Pajak Penghasilan Terkait / Income Tax Effect                                                                                                                                                  | (56.148.781) | 11.703.462   | (67.852.243)                                  | (579,76)                   |
| Jumlah Rugi Komprehensif Lain - Setelah Pajak /<br>Total Other Comprehensive Income (Loss) -Net of Tax                                                                                              | 196.512.510  | (45.146.736) | 241.659.246                                   | 535,28                     |

Pada tahun 2024 laba (rugi) komprehensif lain setelah pajak tercatat sebesar Rp196,51 miliar, meningkat sebesar 535,28% dari tahun sebelumnya sebesar Rp(45,15) miliar. Hal ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

In 2024, other comprehensive profit (loss) after tax was recorded at Rp196.51 billion. This amount increased by 535.28% from the previous year of Rp(45.15) billion. This was due to an increase in the Company's revenue in 2024.

#### Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan

(Dalam ribuan rupiah)

#### Attributable Profit (Loss) for the Year

(In thousands of Rupiah)

| Uraian /<br>Description                                                                                   | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|-----------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                                           |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan Kepada: / Profit (Loss) For The Year Attributable to: |               |               |                                               |                            |
| Pemilik Entitas Induk / Owner of Parent Entities                                                          | 2.211.973.665 | 1.873.921.301 | 338.052.364                                   | 18,04                      |
| Kepentingan Non Pengendali / Non-Controlling Interest                                                     | 10.609.095    | (2.373.164)   | 12.982.259                                    | (547,04)                   |
| Jumlah / Total                                                                                            | 2.222.582.760 | 1.871.548.137 | 351.034.623                                   | 18,76                      |

Di tahun 2024, Perseroan mencatatkan laba (rugi) tahun berjalan yang dapat diatribusikan sejumlah Rp2,22 triliun, meningkat sebesar 18,76% jika dibandingkan dengan tahun sebelumnya sejumlah Rp1,87 triliun. Perubahan ini disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

In 2024, the Company recorded attributable profit (loss) for the year of Rp2.22 trillion, up by 18.76% compared to the previous year of Rp1.87 trillion. This change was caused by the increase in the Company's revenue in 2024.

#### Laba (Rugi) Per Saham Dasar

(Dalam ribuan rupiah)

#### Basic Earnings (Loss) Per Share

(In thousands of Rupiah)

| Uraian /<br>Description                                                                                                                     | 2024          | 2023          | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------|----------------------------|
|                                                                                                                                             |               |               | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Laba (Rugi) tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk / Income (Loss) for the year attributable to parent entity | 2.211.973.665 | 1.873.921.301 | 338.052.364                                   | 18,04                      |

| Uraian /<br>Description                                                  | 2024       | 2023       | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|--------------------------------------------------------------------------|------------|------------|-----------------------------------------------|----------------------------|
|                                                                          |            |            | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Rata-rata tertimbang saham beredar / Weighted average shares outstanding | 22.368.743 | 22.219.702 | 149.041                                       | 0,67                       |
| Rugi per Saham Dasar / Basic Loss per Share                              | 99         | 84         | 15                                            | 17,86                      |

Di tahun 2024, Perseroan mencatatkan laba (rugi) per saham dasar sejumlah Rp99, meningkat sebesar 17,86% jika dibandingkan dari tahun sebelumnya sejumlah Rp84.

In 2024, the Company recorded basic profit (loss) per share of Rp99, up by 17.86% compared to the previous year of Rp84.

## Laporan Arus Kas Konsolidasi

*Consolidated Statement of Cash Flows*

(Dalam ribuan rupiah)

(In thousands of Rupiah)

| Uraian /<br>Description                                                                                                               | 2024             | 2023             | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------------------------------|----------------------------|
|                                                                                                                                       |                  |                  | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Arus Kas dari Aktivitas Operasi / Cash Flow from Operating Activities                                                                 |                  |                  |                                               |                            |
| Penerimaan Kas dari Pelanggan / Cash Receipts from Customer                                                                           | 25.369.272.501   | 23.922.111.200   | 1.447.161.301                                 | 6,05                       |
| Pembayaran kepada Pemasok / Payments to Suppliers                                                                                     | (14.294.353.570) | (12.614.784.291) | (1.679.569.279)                               | 13,31                      |
| Pembayaran kepada Pekerja / Payment to Employees                                                                                      | (7.458.540.199)  | (7.261.135.359)  | (197.404.840)                                 | 2,72                       |
| Penerimaan dari Pemerintah / Receipts from Government                                                                                 | 4.978.212.545    | 2.893.428.499    | 2.084.784.046                                 | 72,05                      |
| Pembayaran kepada Pemerintah / Payment to Government                                                                                  | (1.004.309.937)  | (656.220.091)    | (348.089.846)                                 | 53,04                      |
| Penerimaan Bunga / Interest Income                                                                                                    | 397.169.510      | 192.619.984      | 204.549.526                                   | 106,19                     |
| Penerimaan Kas dari Restitusi Pajak / Cash Receipts from Tax Restitution                                                              | 49.068.769       | 52.410.340       | (3.341.571)                                   | (6,38)                     |
| Pembayaran Pajak Penghasilan / Payment of Income Tax                                                                                  | (384.311.387)    | (452.680.995)    | 68.369.608                                    | (15,10)                    |
| Pembayaran Beban Keuangan / Payment of Finance Cost                                                                                   | (2.411.259.511)  | (1.357.714.336)  | (1.053.545.175)                               | 77,60                      |
| Arus Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Operasi / Net Cash Flows Obtained from (Used in) Operating Activities | 5.240.948.721    | 4.718.034.952    | 522.913.769                                   | 11,08                      |
| Arus Kas dari Aktivitas Investasi / Cash Flows from Investment Activities                                                             |                  |                  |                                               |                            |
| Perolehan Aset Tetap / Acquisition of Fixed Assets                                                                                    | (4.866.268.938)  | (2.844.996.137)  | (2.021.272.801)                               | 71,05                      |
| Penjualan Aset Tetap / Sale of Fixed Assets                                                                                           | -                | 78.446.395       | (78.446.395)                                  | 0,00                       |
| Perolehan Hak Pengoperasian Aset Prasarana / Acquisitions of Infrastructure Assets                                                    | (4.812.269.040)  | (3.637.895.369)  | (1.174.373.671)                               | 32,28                      |
| Penambahan Properti Investasi / Investment Property Addition                                                                          | (77.622.250)     | (37.901.562)     | (39.720.688)                                  | 104,80                     |
| Penambahan Aset tak berwujud / Addition of Intangible Assets                                                                          | (356.063.865)    | (182.588.089)    | (173.475.776)                                 | 95,01                      |
| Penempatan Uang Muka Setoran Modal / Placement of Capital Deposit Advances                                                            | (15.199.073)     | (2.728.053.311)  | 2.712.854.238                                 | (99,44)                    |
| Penempatan Investasi pada Entitas Asosiasi dan Ventura Bersama / Investment Placement in Associates and Joint Ventures                | -                | (22.050.000)     | (22.050.000)                                  | 0,00                       |
| Pinjaman diberikan kepada Entitas Asosiasi / Loans granted to Associated Entities                                                     | (7.476.469.185)  | (30.233.000)     | (7.446.236.185)                               | 24.629,50                  |
| Entitas Asosiasi dan Ventura Bersama / Associated Entities and Joint Ventures                                                         | -                | 22.050.000       | 22.050.000                                    | 0,00                       |



| Uraian /<br>Description                                                                                                              | 2024                    | 2023                   | Kenaikan (Penurunan) /<br>Increase (Decrease) |                            |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------|-----------------------------------------------|----------------------------|
|                                                                                                                                      |                         |                        | Nominal /<br>Nominal                          | Persentase /<br>Percentage |
| Penerimaan Dividen dari Entitas Asosiasi dan Ventura Bersama / Dividend Receipt from Associates and Joint Ventures                   | 1.058.462               | 19.807.329             | (18.748.867)                                  | (94,66)                    |
| Penempatan Dana Dibatasi Penggunaannya / Placement of Restricted Fund                                                                | (379.901.347)           | (101.878.255)          | (278.023.092)                                 | 272,90                     |
| Penarikan Dana Dibatasi Penggunaannya / Withdrawal of Restricted Fund                                                                | 499.932.024             | 4.024.574.246          | (3.524.642.222)                               | (87,58)                    |
| Penempatan Sinking Fund Proyek Kereta Cepat Jakarta Bandung / Placement of Sinking Fund for Jakarta Bandung High-Speed Train Project | (1.455.382.451)         | (900.122.689)          | (555.259.762)                                 | 61,69                      |
| Penarikan Sinking Fund Proyek Kereta Cepat Jakarta Bandung / Withdrawal of Sinking Fund for Jakarta Bandung High-Speed Train Project | 627.976.343             | -                      | 627.976.343                                   | 100,00                     |
| <b>Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi / Net Cash Used in Investment Activities</b>                             | <b>(18.310.209.320)</b> | <b>(6.340.840.442)</b> | <b>(11.969.368.878)</b>                       | <b>188,77</b>              |
| <b>Arus Kas dari Aktivitas Pendanaan / Cash Flow from Investment Activitie</b>                                                       |                         |                        |                                               |                            |
| Penerimaan Pinjaman Bank Jangka Pendek / Short Term Proceeds from Bank Loan                                                          | 7.874.712.545           | 5.636.300.935          | 2.238.411.610                                 | 39,71                      |
| Penerimaan Pinjaman Bank / Long Term Proceeds from Bank Loan                                                                         | 11.495.564.901          | 3.200.303.452          | 8.295.261.449                                 | 259,20                     |
| Pembayaran Pinjaman Bank Jangka Pendek / Short Term Payment of Bank Loans                                                            | (6.193.008.174)         | (6.007.777.797)        | (185.230.377)                                 | 3,08                       |
| Pembayaran Pinjaman Bank Jangka Panjang / Long Term Payment of Bank Loan                                                             | (1.297.379.732)         | (1.236.391.211)        | (60.988.521)                                  | 4,93                       |
| Pembayaran Liabilitas Sewa / Payment of Lease Liabilities                                                                            | (70.992.284)            | (31.554.208)           | 102.546.492                                   | (324,99)                   |
| Pembayaran Pinjaman Program PEN / PEN Program Loan Payment                                                                           | (218.750.000)           | (437.500.000)          | 218.750.000                                   | -(50,00)                   |
| Penerimaan Obligasi / Bonds Proceeds                                                                                                 | 2.200.000.000           | -                      | 2.200.000.000                                 | 100,00                     |
| Penerimaan Sukuk / Sukuk Proceeds                                                                                                    | 800.000.000             | -                      | 800.000.000                                   | 100,00                     |
| Pembayaran Obligasi / Bonds Payment                                                                                                  | (1.900.000.000)         | -                      | (1.900.000.000)                               | 100,00                     |
| Pembayaran Biaya Emisi Obligasi / Payment of Bond Issuance Fees                                                                      | (9.014.200)             | -                      | (9.014.200)                                   | 100,00                     |
| Pembayaran Biaya Emisi Sukuk / Payment of Sukuk Issuance Fees                                                                        | (3.418.720)             | -                      | (3.418.720)                                   | 100,00                     |
| Pembayaran Dividen Entitas Anak / Subsidiary Dividend Payment                                                                        | (570.036)               | (448.465)              | -121.571                                      | 27,11                      |
| <b>Arus Kas Bersih yang Diperoleh dari Aktivitas Pendanaan / Net Cash Flows Provided by Financing Activities</b>                     | <b>12.677.144.300</b>   | <b>1.122.932.706</b>   | <b>11.554.211.594</b>                         | <b>1028,93%</b>            |
| <b>Penurunan (Kenaikan) Bersih Kas dan Setara Kas / Decrease (Increase) Cash and Cash Equivalents</b>                                | <b>(392.116.299)</b>    | <b>(499.872.784)</b>   | <b>107.756.485</b>                            | <b>(21,56)</b>             |
| Kas dan Setara Kas Awal Tahun / Cash and Cash Equivalents at the Beginning of the Year                                               | 5.138.571.482           | 5.695.720.193          | (557.148.711)                                 | (9,78)                     |
| Selisih Kurs Kas dan Setara Kas / Foreign Exchange Rate Cash and Cash Equivalents                                                    | 179.501.992             | (57.275.927)           | 236.777.919                                   | (413,40)                   |
| <b>Kas dan Setara Kas Akhir Tahun / Cash and Cash Equivalents at the End of Year</b>                                                 | <b>4.925.957.175</b>    | <b>5.138.571.482</b>   | <b>(212.614.307)</b>                          | <b>(4,14)</b>              |
| <b>Rekonsiliasi Jumlah Kas dan Setara Kas / Reconciliation of Total Cash and Cash Equivalent</b>                                     |                         |                        |                                               |                            |
| Jumlah yang Dilaporkan pada Laporan Arus Kas / Amounts Reported on the Statement of Cash Flows                                       | 4.925.957.175           | 5.138.571.482          | (212.614.307)                                 | (4,14)                     |
| Jumlah yang Dilaporkan pada Laporan Posisi Keuangan / Amount as Reported in Statement of Financial Position                          | 4.925.957.175           | 5.138.571.482          | (212.614.307)                                 | (4,14)                     |

### Arus Kas dari Aktivitas Operasi

Hingga 31 Desember 2024, Perseroan mencatatkan arus kas bersih yang diperoleh dari aktivitas operasi sejumlah Rp5,24 triliun, meningkat sebesar 11,08% jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp4,72 triliun. Perubahan ini disebabkan oleh meningkatnya penerimaan dari kas pelanggan, pemerintah dan bunga di tahun 2024.

### Arus Kas dari Aktivitas Investasi

Hingga 31 Desember 2024, Perseroan mencatatkan arus kas bersih yang diperoleh dari aktivitas investasi sejumlah Rp18,31 triliun, meningkat sebesar 188,77% jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp6,34 triliun. Perubahan ini disebabkan oleh meningkatnya perolehan atas aset tetap, dan pinjaman yang diberikan kepada entitas asosiasi.

### Arus Kas dari Aktivitas Pendanaan

Hingga 31 Desember 2024, Perseroan mencatatkan arus kas bersih yang diperoleh dari aktivitas pendanaan sejumlah Rp12,68 triliun, meningkat sebesar 1.028,93% jika dibandingkan dengan realisasi tahun 2023 sejumlah Rp1,12 triliun. Perubahan ini disebabkan oleh meningkatnya penerimaan pinjaman bank, obligasi dan sukuk.

### Cash Flow from Operating Activities

As of December 31, 2024, the Company recorded net cash flow from operating activities of Rp5.24 trillion, up by 11.08% compared to 2023 of Rp4.72 trillion. This change was caused by an increase in receipts from customer cash, government and interest in 2024.

### Cash Flow from Investing Activities

As of December 31, 2024, the Company recorded net cash flow from investing activities of Rp18.31 trillion, up by 188.77% compared to 2023 of Rp6.34 trillion. This change was caused by the increase in acquisition of fixed assets, and loans provided to associate entities.

### Cash Flow from Financing Activities

As of December 31, 2024, the Company recorded net cash flow from financing activities of Rp12.68 trillion, up by 1,028.93% compared to 2023 of Rp1.12 trillion. This change is due to an increase in receipts of bank loans, bonds and sukuk.

## Kemampuan Membayar Utang dan Kolektibilitas Piutang

*Ability to Pay Debt and Collectibility of Receivables*

### KEMAMPUAN MEMBAYAR UTANG

Untuk mengetahui kemampuan Perseroan dalam membayar utangnya, Perseroan mengacu pada rasio likuiditas dan rasio solvabilitas. Kedua rasio ini memberikan gambaran dalam memenuhi kewajiban jangka pendek maupun jangka panjang, serta menunjukkan efisiensi dan efektivitas dalam menghasilkan laba dari operasional usaha. Rasio likuiditas digunakan untuk mengukur kemampuan Perseroan membayar utang jangka pendek sedangkan rasio solvabilitas.

### Kemampuan Membayar Utang Jangka Pendek (Likuiditas)

Tingkat likuiditas Perseroan menunjukkan kemampuan Perseroan dalam membayar utang jangka pendek. Perseroan mengukur tingkat likuiditas menggunakan rasio lancar dan rasio kas.

### ABILITY TO PAY DEBT

To determine the Company's ability to pay its debts, the Company refers to the liquidity ratio and solvency ratio. These two ratios provide an overview of meeting short-term and long-term obligations, and show efficiency and effectiveness in generating profits from business operations. The liquidity ratio is used to measure the Company's ability to pay short-term debts while the solvency ratio.

### Ability to Pay Short-Term Debts (Liquidity)

The Company's liquidity level shows the Company's ability to pay short-term debts. The Company measures the level of liquidity using the current ratio and cash ratio.

| Uraian /<br>Description      | 2024<br>(%) | 2023<br>(%) | Pertumbuhan<br>2023-2024 /<br>Growth in 2023-<br>2024 |
|------------------------------|-------------|-------------|-------------------------------------------------------|
| Rasio Kas / Cast Ratio       | 29,77       | 28,67       | 1,10                                                  |
| Rasio Lancar / Current Ratio | 101,69      | 72,67       | 29,02                                                 |

Pada tahun 2024, rasio kas Perseroan tercatat sebesar 29,77%. Persentase ini meningkat sebesar 1,10% jika dibandingkan dengan tahun sebelumnya sebesar 28,67%. Perubahan rasio kas disebabkan oleh meningkatnya pendapatan Perusahaan di tahun 2024.

Sedangkan, Perusahaan mencatatkan rasio lancar pada tahun 2024 sebesar 11,69% meningkat 29,02% dibandingkan dengan tahun 2023 sebesar 72,67%.

#### Kemampuan Membayar Utang Jangka Panjang (Solvabilitas)

Tingkat solvabilitas menunjukkan kemampuan Perseroan dalam membayar utang jangka pendeknya. Perseroan mengukur tingkat solvabilitas dengan menghitung rasio *Debt-Service Coverage Ratio* (DSCR), *Debt to Equity Ratio* (DER) dan *Debt to Asset Ratio* (DAR).

| Uraian /<br>Description                   | 2024<br>(%) | 2023<br>(%) | Pertumbuhan<br>2023-2024 /<br>Growth in 2023-<br>2024 |
|-------------------------------------------|-------------|-------------|-------------------------------------------------------|
| <i>Debt-Service Coverage Ratio</i> (DSCR) | 164,15      | 100,73      | 63,42                                                 |
| <i>Debt to Equity Ratio</i> (DER)         | 123,92      | -           | 100,00                                                |
| <i>Debt to Asset Ratio</i> (DAR)          | 63,62       | 62,02       | 1,6                                                   |

Berdasarkan rasio tersebut, kemampuan Perusahaan dalam membayar utang jangka panjang masih tergolong baik.

#### Kemampuan Membayar Utang dari Efek-Efek yang Diterbitkan

Kualitas efek sangat ditentukan oleh kemampuan perusahaan penerbit efek dalam membayar efeknya pada saat jatuh tempo dan kemampuannya membayar bunga atau kupon selama jangka waktu penerbitan efek tersebut. Salah satu indikator yang dapat digunakan untuk menentukan kualitas Perusahaan adalah hasil peringkat yang ditentukan oleh Lembaga Pemeringkat Independen.

| Uraian /<br>Description                                               | Rating 2024 /<br>Rating in 2024 | Rating 2023 /<br>Rating in 2023 |
|-----------------------------------------------------------------------|---------------------------------|---------------------------------|
| Indonesian Railways Bond I 2017 Series A                              | idAAA                           | idAAA                           |
| Indonesian Railways Bond I 2017 Series B                              | idAAA                           | idAAA                           |
| Indonesian Railways Bond II 2019 Series A                             | idAAA                           | idAAA                           |
| Indonesian Railways Bond II 2019 Series B                             | idAAA                           | idAAA                           |
| Indonesian Railways Sustainable Bonds I Phase I 2022 Series A         | idAAA                           | idAAA                           |
| Indonesian Railways Sustainable Bonds I Phase I 2022 Series B         | idAAA                           | idAAA                           |
| Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase I 2022 Series A | idAAA(sy)                       | idAAA(sy)                       |
| Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase I 2022 Series B | idAAA(sy)                       | idAAA(sy)                       |

In 2024, the Company's cash ratio was recorded at 29.77%. This percentage increased by 1.10% compared to the previous year at 28.67%. The change in the cash ratio was due to the increase in the Company's revenue in 2024.

Meanwhile, the Company recorded a current ratio in 2024 of 11.69%, an increase of 29.02% compared to 2023 of 72.67%.

#### Ability to Pay Long-Term Debt (Solvency)

The solvency level indicates the Company's ability to pay its short-term debt. The Company measures the solvency level by calculating the *Debt-Service Coverage Ratio* (DSCR), *Debt to Equity Ratio* (DER) and *Debt to Asset Ratio* (DAR).

Based on these ratios, the Company's ability to pay long-term debt remains relatively strong.

#### Ability to Pay Debt from Issued Securities

The quality of issued securities is primarily determined by the issuing company's capability to repay these securities at maturity and to pay interest or coupons throughout the term of the issuance. One useful indicator for assessing the Company's quality is the ratings provided by an Independent Rating Agency.

| Uraian /<br>Description                                                                                                                    | Rating 2024 /<br>Rating in 2024 | Rating 2023 /<br>Rating in 2023 |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------|
| Obligasi I Kereta Api Indonesia Tahun 2017 / Kereta Api Indonesia Bond I Year 2017                                                         | AAA                             | -                               |
| Obligasi II Kereta Api Indonesia Tahun 2019 / Kereta Api Indonesia Bond II Year 2019                                                       | AAA                             | -                               |
| Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 / Kereta Api Indonesia Sustainable Bond I Phase I Year 2022               | AA+                             | -                               |
| Obligasi Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 / Kereta Api Indonesia Sustainable Bond I Phase II Year 2024             | AAA                             | -                               |
| Obligasi Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 / Kereta Api Indonesia Sustainable Bond II Phase I Year 2024             | AAA                             | -                               |
| Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I Tahun 2022 / Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase I Year 2022   | AA+                             | -                               |
| Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap II Tahun 2024 / Kereta Api Indonesia Sustainable Sukuk Ijarah I Phase II Year 2024 | AAA                             | -                               |
| Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap I Tahun 2024 / Kereta Api Indonesia Sustainable Sukuk Ijarah II Phase I Year 2024 | AAA                             | -                               |

### KOLEKTIBILITAS PIUTANG

Dalam menjalankan operasionalnya, pengelolaan keuangan yang efektif menjadi kunci keberlanjutan usaha. Salah satu aspek penting adalah pengelolaan piutang, yang berperan dalam menjaga kestabilan modal kerja agar tetap berada pada tingkat yang sehat dan mendukung kelancaran aktivitas bisnis Perseroan.

*Collection period* mengukur waktu yang dibutuhkan Perseroan untuk menerima pembayaran atas tagihan dari suatu usaha, sehingga semakin rendah *collection period*, maka semakin baik. Skor tertinggi diperuntukkan untuk kinerja dengan *collection period* sama atau kurang dari 60 hari. Di tahun 2024, *Collection period* Perseroan selama 0-30 hari, sama seperti tahun 2023.

### RECEIVABLES COLLECTIBILITY

In its operations, effective financial management is crucial for business sustainability, and one key aspect of this is managing receivables. This management is essential for maintaining stable working capital at a healthy level, which in turn supports the smooth operation of the Company's business activities.

The collection period measures the time it takes for the Company to receive payments for its invoices. A shorter collection period is preferable; thus, the best performance is indicated by a collection period of 60 days or less. In 2024, the Company's collection period was 0-30 days, the same as in 2023.

| Uraian /<br>Description                                                | 2024          | 2023          | Pertumbuhan 2023-2024 /<br>Growth in 2023-2024 |                            |
|------------------------------------------------------------------------|---------------|---------------|------------------------------------------------|----------------------------|
|                                                                        |               |               | Nominal /<br>Nominal                           | Persentase /<br>Percentage |
| Berdasarkan Umur / By Age                                              |               |               |                                                |                            |
| 0 – 30 hari / 0 – 30 days                                              | 2.325.713.647 | 1.653.982.587 | 671.731.060                                    | 40,61                      |
| 31 – 90 hari / 31 – 90 days                                            | 107.542.303   | 176.516.181   | (68.973.878)                                   | (39,08)                    |
| 91 – 360 hari / 91 – 360 days                                          | 187.654.132   | 87.135.226    | 100.518.906                                    | 115,36                     |
| > 360 hari / > 360 days                                                | 328.185.823   | 236.517.572   | 91.668.251                                     | 38,76                      |
| Jumlah / Total                                                         | 2.949.095.905 | 2.154.151.566 | 794.944.339                                    | 36,90                      |
| Dikurangi / Less                                                       |               |               |                                                |                            |
| Cadangan Kerugian Penurunan Nilai /<br>Allowance for Impairment Losses | (389.549.867) | (284.556.791) | (104.993.076)                                  | 36,90                      |
| Neto / Net                                                             | 2.559.546.038 | 1.869.594.775 | 689.951.263                                    | 36,90                      |



# Struktur Modal

## Capital Structure

### Perincian Struktur Modal

Struktur modal Perseroan disusun secara optimal dengan mempertimbangkan keseimbangan antara penggunaan dana dari ekuitas dan liabilitas. Struktur modal Perseroan terdiri dari pinjaman yang terdiri dari pinjaman jangka pendek, pinjaman jangka panjang yang jatuh tempo dalam satu tahun, utang obligasi yang jatuh tempo dalam satu tahun, pinjaman Program Pemulihan Ekonomi Nasional (PEN), pinjaman jangka panjang, dan utang obligasi.

Informasi struktur modal KAI di tahun 2024 beserta perbandingannya dengan tahun 2023 adalah sebagai berikut:

Tabel Struktur Modal tahun 2024

(Dalam Ribuan Rupiah)

| Uraian /<br>Description                                                                                             | 2024           | 2023           | Pertumbuhan 2023-2024 /<br>Growth in 2023-2024 |                            |
|---------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------------------------------------|----------------------------|
|                                                                                                                     |                |                | Nominal /<br>Nominal                           | Persentase /<br>Percentage |
| Pinjaman / Liabilities                                                                                              |                |                |                                                |                            |
| Pinjaman Jangka Pendek / Current Liabilities                                                                        | 3.070.227.509  | 1.388.523.138  | 1.681.704.371                                  | 121,11                     |
| Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year |                |                |                                                |                            |
| Pinjaman Jangka Panjang / Non-Current Liabilities                                                                   | 1.685.333.403  | 1.294.613.508  | 390.719.895                                    | 30,18                      |
| Pinjaman Program PEN / PEN Program Loans                                                                            | 473.958.333    | 437.500.000    | 36.458.333                                     | 8,33                       |
| Utang Obligasi / Bonds Payable                                                                                      | -              | 1.898.852.925  | 1.898.852.925                                  | 0,00                       |
| Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year |                |                |                                                |                            |
| Pinjaman Jangka Panjang / Non-Current Liabilities                                                                   | 30.093.432.601 | 20.142.027.462 | 9.951.405.139                                  | 49,41                      |
| Pinjaman Program PEN / PEN Program Loans                                                                            | 2.369.791.667  | 2.625.000.000  | (255.208.333)                                  | (9,72)                     |
| Utang Obligasi / Bonds Payable                                                                                      | 4.786.834.608  | 2.594.469.619  | 2.192.364.989                                  | 84,50                      |
| Sukuk                                                                                                               | 1.295.446.556  | 498.586.194    | 796.860.362                                    | 159,82                     |
| Jumlah Liabilitas / Total Liabilities                                                                               | 148.196.344    | 30.879.572.846 | (30.731.376.502)                               | (99,52)                    |
| Jumlah Ekuitas / Total Equity                                                                                       | 35.324.662.473 | 30.906.137.241 | 4.418.525.232                                  | 14,30                      |

### Kebijakan Manajemen atas Struktur Modal

Perseroan senantiasa memastikan struktur modal yang dimiliki tergolong sehat. Struktur modal yang sehat memungkinkan Perseroan untuk mengelola keuangan dengan baik serta meningkatkan daya tarik bagi investor. Perseroan berupaya memberikan imbal hasil yang memadai kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko.

### Capital Structure Details

The Company's capital structure is effectively designed to balance the use of funds from equity and liabilities. It comprises various types of loans, including short-term loans, long-term loans maturing within one year, bonds payable due within one year, National Economic Recovery Program (PEN) loans, long-term loans, and bonds payable.

Below is the information on KAI's capital structure for 2024, along with a comparison to 2023:

Table of Capital Structure in 2024

(In thousands of Rupiah)

| Uraian /<br>Description                                                                                             | 2024           | 2023           | Pertumbuhan 2023-2024 /<br>Growth in 2023-2024 |                            |
|---------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------------------------------------|----------------------------|
|                                                                                                                     |                |                | Nominal /<br>Nominal                           | Persentase /<br>Percentage |
| Pinjaman / Liabilities                                                                                              |                |                |                                                |                            |
| Pinjaman Jangka Pendek / Current Liabilities                                                                        | 3.070.227.509  | 1.388.523.138  | 1.681.704.371                                  | 121,11                     |
| Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year |                |                |                                                |                            |
| Pinjaman Jangka Panjang / Non-Current Liabilities                                                                   | 1.685.333.403  | 1.294.613.508  | 390.719.895                                    | 30,18                      |
| Pinjaman Program PEN / PEN Program Loans                                                                            | 473.958.333    | 437.500.000    | 36.458.333                                     | 8,33                       |
| Utang Obligasi / Bonds Payable                                                                                      | -              | 1.898.852.925  | 1.898.852.925                                  | 0,00                       |
| Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun / Non-Current Liabilities with Maturity within One Year |                |                |                                                |                            |
| Pinjaman Jangka Panjang / Non-Current Liabilities                                                                   | 30.093.432.601 | 20.142.027.462 | 9.951.405.139                                  | 49,41                      |
| Pinjaman Program PEN / PEN Program Loans                                                                            | 2.369.791.667  | 2.625.000.000  | (255.208.333)                                  | (9,72)                     |
| Utang Obligasi / Bonds Payable                                                                                      | 4.786.834.608  | 2.594.469.619  | 2.192.364.989                                  | 84,50                      |
| Sukuk                                                                                                               | 1.295.446.556  | 498.586.194    | 796.860.362                                    | 159,82                     |
| Jumlah Liabilitas / Total Liabilities                                                                               | 148.196.344    | 30.879.572.846 | (30.731.376.502)                               | (99,52)                    |
| Jumlah Ekuitas / Total Equity                                                                                       | 35.324.662.473 | 30.906.137.241 | 4.418.525.232                                  | 14,30                      |

### Capital Structure Management Policy

The Company is committed to maintaining a healthy capital structure, which enables effective financial management and enhances its appeal to investors. By setting product and service prices that align with the level of risk, the Company aims to provide adequate returns to shareholders.

KAI secara rutin mengidentifikasi dan mengelola struktur modal yang dimiliki untuk memastikan pengembalian yang optimal bagi pemegang saham dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang. Pengelolaan struktur modal KAI senantiasa mempertahankan kelangsungan usaha serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya.

Peraturan Menteri Keuangan Republik Indonesia No. 169 Tahun 2015 Pasal 2 Ayat 1 menyebutkan bahwa perbandingan antara utang dan modal ditetapkan paling tinggi sebesar 4:1 atau maksimal 400%. Mengacu pada peraturan tersebut, Manajemen KAI menilai bahwa struktur modal tahun 2024 dengan kondisi yang baik.

#### Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Kebijakan manajemen atas struktur modal berlandaskan Undang-Undang Republik Indonesia No. 36 Tahun 2008 tahun 2008 Pasal 18 ayat 1 tentang Perubahan Keempat Atas Undang-Undang No. 7 Tahun 1983 tentang Pajak Penghasilan, yang menyebutkan bahwa Menteri Keuangan berwenang untuk mengeluarkan keputusan tentang besarnya perbandingan antara utang dan modal perusahaan yang dapat dibenarkan untuk keperluan penghitungan Pajak Penghasilan. Adapun dasar perhitungan besarnya perbandingan antara utang dan modal perusahaan mengacu pada Peraturan Menteri Keuangan Republik Indonesia No. 169 Tahun 2015 tentang Penentuan Besarnya Perbandingan Antara Utang Dan Modal Perusahaan Untuk Keperluan Penghitungan Pajak Penghasilan.

Dalam menyusun kebijakan atas struktur modal Perseroan membuat penyesuaian dengan memperhatikan dinamika ekonomi, kebutuhan modal masa depan, profitabilitas baik masa sekarang maupun yang akan datang, perkiraan arus kas operasi, estimasi belanja modal, proyeksi peluang investasi yang strategis, dan karakteristik risiko aset yang mendasari.

Manajemen secara berkala mengevaluasi struktur permodalan dengan mempertimbangkan risiko, biaya modal, serta kebutuhan pendanaan jangka pendek dan panjang. Pendekatan ini bertujuan untuk menjaga stabilitas keuangan sekaligus mendukung pertumbuhan usaha secara berkelanjutan.

KAI consistently assesses and manages its capital structure to ensure optimal shareholder returns, taking into account the efficiency of capital utilization based on operating cash flow and capital expenditures, as well as future capital requirements. This management approach focuses on ensuring business continuity while maximizing benefits for shareholders and other stakeholders.

According to Regulation of the Minister of Finance of the Republic of Indonesia No. 169 of 2015, Article 2, Paragraph 1, the maximum allowable debt-to-capital ratio is set at 4:1 or 400%. Referring to this regulation, KAI Management has determined that the capital structure for 2024 was in a good condition.

#### Basis for Selecting Management Policy on Capital Structure

The management policy on capital structure is based on Law of the Republic of Indonesia No. 36 of 2008 Article 18 paragraph 1 concerning the Fourth Amendment to Law No. 7 of 1983 concerning Income Tax, which states that the Minister of Finance is authorized to issue a decision on the amount of the ratio between debt and company capital that can be justified for the purpose of calculating Income Tax. The basis for calculating the amount of the ratio between debt and company capital refers to Regulation of the Minister of Finance of the Republic of Indonesia No. 169 of 2015 concerning Determination of the Amount of the Ratio Between Debt and Company Capital for the Purpose of Calculating Income Tax.

In preparing the policy on the Company's capital structure, adjustments are made by considering economic dynamics, future capital needs, profitability both now and in the future, estimated operating cash flow, estimated capital expenditures, projections of strategic investment opportunities, and the risk characteristics of the underlying assets.

Management regularly evaluates the capital structure while considering risk factors, cost of capital, and both short-term and long-term funding requirements. This comprehensive approach helps maintain financial stability while fostering sustainable business growth.

## Ikatan Material atas Investasi Barang Modal

*Material Commitments to Capital Goods Investments*

Di tahun 2024, KAI melakukan ikatan material atas investasi barang modal sebagai bagian dari upaya mendukung pengembangan usaha jangka panjang. Investasi atas barang modal ditujukan untuk mendukung efektivitas kerja Perseroan serta kebutuhan investasi Perseroan baik di bidang sarana, prasarana maupun fasilitas, dengan menjalin kerja sama dengan sejumlah pihak untuk mencapai sasaran kinerja yang telah ditetapkan.

### Tujuan Ikatan Material

Investasi Perseroan difokuskan pada pengembangan bisnis yang telah berjalan terutama pada angkutan barang baik di Jawa maupun Sumatra, serta pembaruan kereta-kereta penumpang. Ikatan material termasuk perjanjian-perjanjian pengadaan sarana, prasarana dan fasilitas yang dilakukan Perseroan dan entitas anak.

### Nama Pihak yang Melakukan Ikatan

Sepanjang tahun 2024, Perseroan melakukan ikatan material dengan beberapa pihak. Informasi ikatan material telah disampaikan dalam Laporan Keuangan Perusahaan tahun 2024.

### Sumber Dana dan Mata Uang yang Menjadi Denominasi

Dalam melakukan ikatan material, sumber dana yang digunakan oleh KAI berasal dari internal maupun eksternal Perseroan. Sedangkan mata uang yang menjadi denominasi adalah Rupiah.

### Langkah yang Direncanakan untuk Melindungi Risiko dari Posisi Mata Uang Asing

Risiko mata uang merupakan risiko di mana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Perseroan menanggung risiko nilai tukar uang asing atas transaksi dan saldo yang didenominasi dalam mata uang selain Rupiah. Mata uang yang menimbulkan risiko ini adalah terutama Dolar AS. Risiko nilai tukar mata uang asing dikelola sebaik mungkin dengan lindung nilai alami yaitu menyeimbangkan nilai kekayaan dan kewajiban masing-masing mata uang.

Untuk melindungi risiko dari posisi mata uang asing, KAI merencanakan langkah-langkah mitigasi melalui pembelian dan penjualan yang dilakukan dalam mata uang yang sama serta dilakukan pada saat yang hampir bersamaan. Perseroan

In 2024, KAI did not make material commitments to capital goods investments to support long-term business development. These investments will enhance the Company's operational effectiveness and meet the investment needs in facilities, infrastructure, and resources by collaborating with various partners to meet established performance targets.

### Purpose of Material Commitment

The Company's investment strategy is focused on expanding its existing businesses, particularly in freight transportation across Java and Sumatra, as well as renewing its passenger train fleet. Material commitments include contracts for the procurement of facilities and infrastructure made by the Company and its subsidiaries.

### Name of the Party Making the Commitment

Throughout 2024, the Company entered into material commitments with several parties. Information on material commitments has been submitted in the Company's 2024 Financial Statements.

### Source of Funds and Currency Denomination

In fulfilling its material commitments, KAI sources its funds from both internal and external avenues. The monetary denomination used for these funds is Rupiah.

### Planned Initiatives to Mitigate Foreign Currency Risk

Currency risk refers to the potential fluctuations in the fair value or future cash flow of a financial instrument due to changes in foreign exchange rates. The Company is exposed to foreign exchange risk from transactions and balances denominated in currencies other than Rupiah, with the US Dollar being the primary currency causing this risk. Foreign exchange rate risk is managed as effective as possible with natural hedging, by balancing the value of assets and liabilities in each currency.

To protect against risks associated with foreign currency positions, mitigation initiatives are implemented by executing purchases and sales in the same currency and nearly simultaneously. Additionally, the Company adheres

menerapkan kebijakan utang yang digunakan untuk membiayai kegiatan usaha dengan melakukan transaksi dalam mata uang yang sama (lindung nilai alami).

Secara berkala, KAI rutin melakukan pemantauan fluktuasi dari nilai tukar mata uang asing dan memastikan manajemen mengimplementasikan kebijakan untuk melindungi risiko dari posisi mata uang asing.

to a debt policy that finances its business activities through transactions conducted in the same currency (natural hedging).

KAI also routinely monitors fluctuations in foreign exchange rates and ensures that management implements effective policies to safeguard against risks from foreign currency positions.

## Investasi Barang Modal

### Capital Expenditure Investment

#### Tujuan Investasi Barang Modal

Investasi barang modal (*capital expenditure*) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau untuk menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa yang akan datang.

#### Purpose of Capital Goods Investment

Capital expenditure investment involves the allocation of funds to acquire fixed assets or enhance the value of existing fixed assets. These investments are expected to yield benefits in the future.

(Dalam Ribuan Rupiah)

(In thousands of Rupiah)

| Barang Investasi /<br>Investment Goods                      | Nilai Investasi / Investment Value |                      | Perubahan / Changes  |                            |
|-------------------------------------------------------------|------------------------------------|----------------------|----------------------|----------------------------|
|                                                             | 2024                               | 2023                 | Nominal /<br>Nominal | Persentase /<br>Percentage |
| <b>Sarana / Rolling Stock</b>                               |                                    |                      |                      |                            |
| Lokomotif / Lokomotive                                      | -                                  | -                    | -                    | -                          |
| Kereta / Train                                              | 2.092.698.899                      | 1.021.902.779        | 1.070.796.120        | 104,78                     |
| Gerbong / Carriage                                          | -                                  | -                    | -                    | -                          |
| <b>Prasarana / Infrastructure</b>                           |                                    |                      |                      |                            |
| Tanah / Land                                                | -                                  | 35.682.701           | 35.682.701           | 0,00                       |
| Bangunan / Buildings                                        | 350.817.221                        | 268.615.872          | 82.201.349           | 30,60                      |
| Prasarana dan Instalasi / Infrastructure and Installation   | 27.132.436                         | 142.102.140          | (114.969.704)        | (80,91)                    |
| <b>Fasilitas / Facilities</b>                               |                                    |                      |                      |                            |
| Mesin dan Peralatan / Machinery and Equipment               | 184.997.910                        | 510.299.590          | (325.301.680)        | (63,75)                    |
| Kendaraan / Vehicle                                         | 22.416.330                         | 7.220.030            | 15.196.300           | 210,47                     |
| Inventaris / Inventory                                      | 5.915.698                          | 2.275.354            | 3.640.344            | 159,99                     |
| Aset Tetap dalam Pembangunan / Fixed Assets in Construction | 1.877.193.056                      | 1.474.228.828        | 402.964.228          | 27,33                      |
| <b>Jumlah / Total</b>                                       | <b>4.561.171.550</b>               | <b>3.462.327.294</b> | <b>1.098.844.256</b> | <b>31,74</b>               |

## Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian yang Sifatnya Luar Biasa dan Jarang Terjadi

### Reported Financial Information Containing Extraordinary and Rare Events

Hingga 31 Desember 2024, Perseroan memiliki informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi.

As of December 31, 2024, the Company has reported financial information that includes extraordinary and rare events.

## Komponen-Komponen Substansi dari Pendapatan dan Beban Lainnya

*Substantial Components of other Income and Expenses*

Hingga 31 Desember 2024, tidak terdapat komponen-komponen dari pendapatan dan beban lainnya yang nilainya sama atau lebih 20% dari total nilai pendapatan dan beban lainnya.

As of December 31, 2024, there were components of other income and expenses that account for 20% or more of the total value of other income and expenses.

## Dampak Perubahan Harga Terhadap Penjualan atau Pendapatan Bersih Perseroan

*Impact of Price Changes on the Company's Sales or Net Income*

Hingga 31 Desember 2024, tidak menghadapi dampak perubahan harga terhadap penjualan atau pendapatan bersih Perseroan.

As of December 31, 2024, the Company did not face the impact of price changes on its sales or net income.

## Peningkatan/Penurunan Material dari Penjualan/Pendapatan Bersih

*Material Increase/Decrease in Net Sales/Revenue*

Hingga 31 Desember 2024, tidak terdapat peningkatan/penurunan material dari penjualan/pendapatan bersih.

As of December 31, 2024, there has not been a material increase or decrease in net sales/revenue.

## Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

*Material Information and Facts After the Accountant's Report Date*

Sepanjang tahun 2024, terdapat beberapa informasi dan fakta material yang terjadi setelah tanggal laporan akuntan, dengan rincian sebagai berikut:

### 1. Pencairan Penyertaan Modal Negara (PMN)

Penyertaan Modal Negara diterima oleh Perusahaan pada tanggal 2 Januari 2025, dan kemudian disalurkan sebagai penambahan atas penyertaan modal kepada PT KCI (Catatan 54a).

### 2. Pencairan Pinjaman dari China Development Bank

Pada tanggal 16 Januari 2025, Perusahaan telah melakukan penarikan pinjaman dari China Development Bank berdasarkan perjanjian No. 3520202401100001645 Fasilitas A senilai USD94.609.632 yang kemudian disalurkan sebagai Pinjaman Pemegang Saham kepada PSBI.

### 3. Perpanjangan Jangka Waktu Pinjaman Kredit Modal Kerja dengan PT Bank Negara Indonesia (Persero) Tbk

Perusahaan telah menandatangani Perjanjian Perubahan atas Perjanjian Kredit Modal Kerja Line No. KL.705/11/23/KA-2025 dengan PT Bank Negara Indonesia (Persero) Tbk pada tanggal 24 Februari 2025, yang menyetujui perpanjangan jangka waktu fasilitas pinjaman hingga 24 Februari 2026.

Throughout 2024, there has/has not been material information or facts that occurred after the accountant's report date, with the following details:

### 1. Disbursement of State Capital Participation (PMN)

State Capital Participation was received by the Company on January 2, 2025, and then distributed as an addition to the capital participation to PT KCI (Note 54a).

### 2. Disbursement of Loan from China Development Bank

On January 16, 2025, the Company has made a loan withdrawal from China Development Bank based on agreement No. 3520202401100001645 Facility A amounting to USD94,609,632 which was then distributed as a Shareholder Loan to PSBI.

### 3. Extension of Working Capital Loan Term with PT Bank Negara Indonesia (Persero) Tbk

The Company has signed an Amendment Agreement to the Working Capital Credit Agreement Line No. KL.705/11/23/KA-2025 with PT Bank Negara Indonesia (Persero) Tbk on February 24, 2025, which agreed to extend the term of the loan facility until February 24, 2026.



#### 4. Penerbitan Obligasi Berkelanjutan II Tahap II Tahun 2025

Pada tanggal 27 Maret 2025, Perusahaan telah menerbitkan Obligasi Berkelanjutan II Kereta Api Indonesia Tahap II Tahun 2025 dengan jumlah pokok sebesar Rp500.000.000 dan Sukuk Ijarah Berkelanjutan II Kereta Api Indonesia Tahap II Tahun 2025 dengan sisa imbalan Sukuk Ijarah sebesar Rp500.000.000 dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 8 April 2025.

#### 5. Pencairan Pinjaman PT Bank Negara Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur (Persero)

Pada tanggal 17 Maret 2025, Perusahaan telah menandatangani perjanjian kredit pinjaman dari PT Bank Negara Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur (Persero) untuk proyek pengadaan 612 unit kereta *new generation* dengan jumlah fasilitas kredit Rp4.129.000.000 dan batas waktu penarikan fasilitas kredit 31 Desember 2027.

#### 6. Surat Menteri Keuangan Perihal Penetapan Cara Pembayaran Nilai Pekerjaan Pembangunan Prasarana LRT Jabodebek dan Penyelesaian Selisih Kekurangan Pembayaran Kegiatan IMO Tahun Anggaran 2023

Pada tanggal 9 Mei 2025 telah terbit Surat Menteri Keuangan Nomor S-321/MK.02/2025.

#### 7. Pemeriksaan Pajak Tahun 2023

Berdasarkan Surat Ketetapan Pajak Kurang Bayar No. 00004/206/23/093/25 tanggal 20 Juni 2025; 00140/207/23/093/25 tanggal 20 Juni 2025; 00141/207/23/093/25 tanggal 20 Juni 2025, Perusahaan diharuskan membayarkan Rp634.978.394.126 yang terdiri dari pokok dan denda Pajak Penghasilan Badan dan Pajak Pertambahan Nilai.

#### 8. Pengalihan Saham Kepada PT Biro Klasifikasi Indonesia (Persero)

Pada tanggal 20 Maret 2025 telah terbit Akta Perusahaan No. 15 dibuat oleh Nanda Fauz, S.H., M.Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.03-0086558 yang menetapkan perubahan jenis saham pada Perseroan yang semula tanpa seri menjadi Seri A Dwiwarna dan Saham Seri B, Saham Seri A Dwiwarna dan Seri B dimiliki dan ditempatkan serta disetorkan penuh seluruhnya oleh Negara Republik Indonesia.

#### 4. Issuance of Continuous Bonds II Phase II Year 2025

On March 27, 2025, the Company has issued Continuous Bonds II Kereta Api Indonesia Phase II Year 2025 with a principal amount of Rp500,000,000 and Continuous Sukuk Ijarah II Kereta Api Indonesia Phase II Year 2025 with a remaining Sukuk Ijarah return of Rp500,000,000 and has been listed on the Indonesia Stock Exchange on April 8, 2025.

#### 5. Disbursement of Loans from PT Bank Negara Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur (Persero)

On March 17, 2025, the Company has signed a credit loan agreement from PT Bank Negara Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur (Persero) for the procurement project of 612 new generation train units with a credit facility of Rp4,129,000,000 and a credit facility withdrawal deadline of December 31, 2027.

#### 6. Letter of the Minister of Finance Regarding the Determination of the Payment Method for the Value of the Jabodebek LRT Infrastructure Development Work and Settlement of the Difference in Payment Shortfalls for IMO Activities for the 2023 Fiscal Year

On May 9, 2025, the Minister of Finance Letter Number S-321/MK.02/2025 was issued.

#### 7. 2023 Tax Audit

Based on Tax Underpayment Assessment Letter No. 00004/206/23/093/25 dated June 20, 2025; 00140/207/23/093/25 dated June 20, 2025; 00141/207/23/093/25 dated June 20, 2025, the Company is required to pay Rp634,978,394,126 consisting of principal and penalties for Corporate Income Tax and Value Added Tax.

#### 8. Transfer of Shares to PT Biro Klasifikasi Indonesia (Persero)

On March 20, 2025, Company Deed No. 15 was issued by Nanda Fauz, S.H., M.Kn., Notary in South Jakarta and has received approval from the Ministry of Law and Human Rights with Decree No. AHU-AH.01.03-0086558 which stipulates the change in the type of shares in the Company from previously without a series to Series A Dwiwarna and Series B Shares, Series A Dwiwarna and Series B Shares are owned and placed and fully paid up by the Republic of Indonesia.

## Kebijakan, Pengumuman, dan Pembayaran Dividen

*Policy, Announcement, and Dividend Payment*

Pada tahun 2024 Perseroan tidak melakukan pembayaran dividen yang dilakukan oleh PT Kereta Api Indonesia (Persero) kepada pemegang saham. Hal ini sesuai dengan keputusan RUPS atas Laporan Keuangan Audited Tahun 2024 Perusahaan tidak diwajibkan membayar dividen kepada Negara.

In 2024, the Company did not make any dividend payments to shareholders from PT Kereta Api Indonesia (Persero). This decision was made in accordance with the resolution of the GMS regarding the 2024 Audited Financial Statements, and the Company is not obligated to pay dividends to the State.

## Pembayaran Pajak [GRI 207-4]

*Tax Payment [GRI 207-4]*

Di tahun 2024 Perseroan melakukan pemenuhan pembayaran pajak sebesar Rp6,05 miliar, meningkat sebesar 6,91% dari pembayaran pajak di tahun 2023 sebesar Rp5,67 miliar. Informasi pembayaran pajak KAI adalah sebagai berikut:

In 2024, the Company fulfilled tax payments amounting to Rp6.05 billion, reflecting an increase of 6.91% compared to tax payments of Rp 5.67 billion in 2023. Below is the tax payment information for KAI:

### Nilai Pembayaran Pajak

(Dalam rupiah)

### Tax Payment Value

(In Rupiah)

| Uraian / Description                                                   | Tahun 2024           | Tahun 2023           |
|------------------------------------------------------------------------|----------------------|----------------------|
| <b>Perusahaan / The Company</b>                                        |                      |                      |
| Pajak Pusat - Pajak Penghasilan / Central Tax - Income Tax             | 1.197.929.134        | 861.048.687          |
| Pajak Pusat - Pajak Pertambahan Nilai / Central Tax - Value Added Tax  | 2.607.107.467        | 2.604.328.921        |
| <b>Subjumlah / Subtotal</b>                                            | <b>3.805.036.601</b> | <b>3.465.377.608</b> |
| Pajak Daerah - Pajak Bumi Bangunan / Local Tax - Land and Building Tax | 1.069.866.121        | 87.764.353           |
| Penerimaan Negara Bukan Pajak / Non-Tax State Revenue                  | 102.090.428          | 1.077.439.849        |
| <b>Subjumlah / Subtotal</b>                                            | <b>1.171.956.549</b> | <b>4.630.581.810</b> |
| <b>Entitas Anak / Subsidiaries</b>                                     |                      |                      |
| Pajak Pusat - Pajak Penghasilan / Central Tax - Income Tax             | 335.015.742          | 341.660.965          |
| Pajak Pusat - Pajak Pertambahan Nilai / Central Tax - Value Added Tax  | 438.427.365          | 457.602.611          |
| <b>Subjumlah / Subtotal</b>                                            | <b>773.443.107</b>   | <b>798.663.576</b>   |
| Pajak Daerah - Pajak Bumi Bangunan / Local Tax - Land and Building Tax | 408.620              | 392.210              |
| Pajak Daerah - Pajak Restoran / Local Tax - Restaurant Tax             | 5.279.225            | 9.601.240            |
| Pajak Daerah - Pajak Hotel / Local Tax - Hotel Tax                     | 498.023              | 483.285              |
| Pajak Daerah - Pajak Lainnya / Local Tax - Other Tax                   | 34.608.328           | 45.650.695           |
| <b>Subjumlah / Subtotal</b>                                            | <b>40.794.196</b>    | <b>56.128.130</b>    |
| Penerimaan Negara Bukan Pajak / Non-Tax State Revenue                  | 263.116.078          | 177.631.861          |
| <b>Subjumlah / Subtotal</b>                                            | <b>1.077.353.382</b> | <b>1.032.423.567</b> |
| <b>Jumlah Kontribusi Pajak / Total Tax Contribution</b>                | <b>6.054.346.532</b> | <b>5.663.005.377</b> |

## Realisasi Penggunaan Dana Hasil Penawaran Umum

*Realization of the Use of Proceeds from Public Offering*

Pada tahun 2022, Perseroan melakukan Penawaran Umum Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I dan Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I. Per 31 Desember 2022, terdapat sisa dana hasil penawaran umum Obligasi Berkelanjutan I Kereta Api Indonesia Tahap I sebesar Rp58.075.380.000 dan sisa dana hasil penawaran umum Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I sebesar Rp498.069.180.000.

Per 31 Desember 2024, seluruh dana hasil penawaran umum telah direalisasikan sesuai rencana. Informasi laporan realisasi penggunaan dana hasil penawaran umum per 31 Desember 2024.

In 2022, the Company conducted a Public Offering of Sustainable Bonds I Kereta Api Indonesia Phase I and Sustainable Sukuk Ijarah Kereta Api Indonesia Phase I. As of December 31, 2022, there were remaining proceeds from the public offering of Sustainable Bonds I Kereta Api Indonesia Phase I amounting to Rp58,075,380,000 and remaining funds from the public offering of Sustainable Sukuk Ijarah Kereta Api Indonesia Phase I amounting to Rp498,069,180,000.

As of December 31, 2024, all proceeds from the public offering have been realized according to plan. Information on the realization report on the use of funds from the public offering as of December 31, 2024.

### Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum

#### Obligasi Berkelanjutan I Tahap I

(Dalam ribuan rupiah)

### Report on the Realization of Use of Funds from the Public Offering

#### Sustainable Bonds I of Kereta Api Indonesia Phase I

(In thousands of Rupiah)

**Jenis Penawaran Umum**  
Type of Public Offering

**Obligasi Berkelanjutan Tahap I**  
Sustainable Bonds I of Kereta Api Indonesia Phase I

**Tanggal Efektif : 29 Juli 2022**  
Effective Date: July 29th, 2022

| Nilai Realisasi Hasil Penawaran Umum<br>Realized Value of Public Offering Funds                                                     |                                                                                                                                                 |                                     |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Jumlah Hasil Penawaran Umum</b><br>Total Proceeds from Public Offering                                                           | <b>Biaya Penawaran Umum</b><br>Offering Costs                                                                                                   | <b>Hasil Bersih</b><br>Net Proceeds |
| 1.500.000,00                                                                                                                        | 5.041,08                                                                                                                                        | 1.494.958,92                        |
| Rencana Penggunaan Dana<br>Planned Use of Funds                                                                                     |                                                                                                                                                 |                                     |
| <b>Pembayaran utang Pokok Obligasi I KAI Tahun 2017 seri A (66,89%)</b><br>Principal Repayment of Bond I KAI 2017 Series A (66.89%) | <b>Pengadaan Prasarana Pengembangan Sumatra Bagian Selatan (33,11%)</b><br>Infrastructure Procurement for Southern Sumatra Development (33.11%) | <b>Total</b><br>Total               |
| 1.000.000,00                                                                                                                        | 494.958,92                                                                                                                                      | 498.214,08                          |
| Realisasi Penggunaan Dana<br>Realized Use of Funds                                                                                  |                                                                                                                                                 |                                     |
| <b>Pembayaran utang Pokok Obligasi I KAI Tahun 2017 seri A (66,89%)</b><br>Principal Repayment of Bond I KAI 2017 Series A (66.89%) | <b>Pengadaan Prasarana Pengembangan Sumatra Bagian Selatan (33,11%)</b><br>Infrastructure Procurement for Southern Sumatra Development (33.11%) | <b>Total</b><br>Total               |
| 1.000.000,00                                                                                                                        | 494.958,92                                                                                                                                      | 1.494.958,92                        |
| <b>Sisa dan Hasil Penawaran Umum</b><br>Remaining Funds from Public Offering                                                        |                                                                                                                                                 | 0                                   |

### Rincian Biaya Penawaran Umum Obligasi

### Details of Bond Public Offering Fees

| No | Rincian / Detail                                                      | Prospektus / Prospectus | Realisasi / Realization |
|----|-----------------------------------------------------------------------|-------------------------|-------------------------|
| 1  | Penjamin Pelaksana Emisi Efek / Issuing Underwriter                   | 0,11%                   | 0,11%                   |
| 2  | Profesi penunjang pasar modal / Capital Market Supporting Profession  | 0,06%                   | 0,06%                   |
| 3  | Lembaga penunjang pasar modal / Capital Market Supporting Institution | 0,05%                   | 0,04%                   |
| 4  | Biaya Pendaftaran / Registration Fees                                 | 0,06%                   | 0,06%                   |
| 5  | Lain-Lain / Others                                                    | 0,06%                   | 0,06%                   |

### Pembayaran Utang Pokok Obligasi I Seri A KAI Tahun 2017

### Payment of KAI Series A Bond I Principal Debt in 2017

(Dalam Jutaan Rupiah)

(In millions of Rupiah)

| No | Rincian / Detail                                                                                    | Rencana / Plan | Realisasi / Realization | Sisa / Remainder | Keterangan / Description |
|----|-----------------------------------------------------------------------------------------------------|----------------|-------------------------|------------------|--------------------------|
| 1  | Pembayaran Utang Pokok Obligasi I Seri A KAI Tahun 2017 / Payment of KAI Series A Bonds I Year 2017 | 1.000.000,00   | 1.000.000,00            | -                | -                        |

### Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan

### Procurement of Infrastructure for Development of Southern Sumatra

(Dalam Jutaan Rupiah)

(In millions of Rupiah)

| No | Rincian / Detail                                                                                                         | Rencana / Plan | Realisasi / Realization | Sisa / Remainder | Keterangan / Description |
|----|--------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------|------------------|--------------------------|
| 1  | Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan / Procurement of Infrastructure Development of Southern Sumatra | 494.958,92     | 494.958,92              | -                | -                        |

### Penempatan Dana Hasil Penawaran Umum

### Placement of Public Offering Proceeds

| No | Nama Bank / Bank Name  | Jenis Simpanan / Deposit Type | Jumlah / Total | Tingkat Suku Bunga (p.a) / Interest Rate (p.a) | Periode / Period                               | Hubungan Afiliasi / Affiliations |
|----|------------------------|-------------------------------|----------------|------------------------------------------------|------------------------------------------------|----------------------------------|
| 1  | Bank Syariah Indonesia | Giro / Current Account        | -              | 1,35%                                          | Per 31 Desember 2023 / As of December 31, 2023 | Terafiliasi / Affiliated         |

## Sukuk Ijarah Berkelanjutan I Kereta Api Indonesia Tahap I per 31 Desember 2023

## Sustainable Sukuk Ijarah of Kereta Api Indonesia Phase I as of December 31, 2023

### Jenis Penawaran Umum Type of Public Offering

## Sukuk Ijarah Berkelanjutan I Tahap I

Sukuk Ijarah I Phase I

Tanggal Efektif : 29 Juli 2022  
Effective Date: July 29th, 2022

| Nilai Realisasi Hasil Penawaran Umum<br>Realized Value of Public Offering Funds                                                              |                                                                                                                                                      |                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Jumlah Hasil Penawaran Umum</b><br>Total Proceeds from Public Offering                                                                    | <b>Biaya Penawaran Umum</b><br>Offering Costs                                                                                                        | <b>Hasil Bersih</b><br>Net Proceeds |
| <b>500.000,00</b>                                                                                                                            | <b>1.785,92</b>                                                                                                                                      | <b>498.214,08</b>                   |
| Rencana Penggunaan Dana<br>Planned Use of Funds                                                                                              |                                                                                                                                                      |                                     |
| <b>Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan (78%)</b><br>Procurement of Infrastructure Development of Southern Sumatra (78%) | <b>Pengadaan Sarana KA Bandara Internasional Adi Sumarmo (22%)</b><br>Procurement of Adi Soemarmo International Airport Railroad Rolling Stock (22%) | <b>Total</b><br>Total               |
| <b>388.606,99</b>                                                                                                                            | <b>109.607,10</b>                                                                                                                                    | <b>498.214,08</b>                   |
| Realisasi Penggunaan Dana<br>Realized Use of Funds                                                                                           |                                                                                                                                                      |                                     |
| <b>Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan (78%)</b><br>Procurement of Infrastructure Development of Southern Sumatra (78%) | <b>Pengadaan Sarana KA Bandara Internasional Adi Sumarmo (22%)</b><br>Procurement of Adi Soemarmo International Airport Railroad Rolling Stock (22%) | <b>Total</b><br>Total               |
| <b>388.606,99</b>                                                                                                                            | <b>109.607,10</b>                                                                                                                                    | <b>498.214,08</b>                   |
| <b>Sisa dan Hasil Penawaran Umum</b><br>Remaining Funds from Public Offering                                                                 |                                                                                                                                                      | <b>0</b>                            |

### Rincian Biaya Penawaran Umum Sukuk Ijarah Berkelanjutan I KAI Tahap I Tahun 2022

### Details of Offering Costs for Sustainable Sukuk Ijarah of Kereta Api Indonesia Phase I Year 2022

| No | Rincian / Detail                                                      | Prospektus / Prospectus | Realisasi / Realization |
|----|-----------------------------------------------------------------------|-------------------------|-------------------------|
| 1  | Penjamin Pelaksana Emisi Efek / Issuing Underwriter                   | 0,11360%                | 0,11360%                |
| 2  | Profesi penunjang pasar modal / Capital Market Supporting Profession  | 0,09367%                | 0,09200%                |
| 3  | Lembaga penunjang pasar modal / Capital Market Supporting Institution | 0,05750%                | 0,05550%                |
| 4  | Biaya Pendaftaran / Registration Fees                                 | 0,03675%                | 0,03758%                |
| 5  | Lain-Lain / Others                                                    | 0,06255%                | 0,05850%                |

### Pengadaan Prasarana Pengembangan Sumatera Bagian Selatan

(Dalam Jutaan Rupiah)

### Procurement of Infrastructure for Development of Southern Sumatra

(In millions of Rupiah)

| No | Rincian / Detail                                                                                                        | Rencana / Plan | Realisasi / Realization | Sisa / Remainder | Keterangan / Description |
|----|-------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------|------------------|--------------------------|
| 1  | Pembayaran Utang Pokok Obligasi I Seri A KAI Tahun 2017 / Procurement of Infrastructure Development of Southern Sumatra | 1.000.000,00   | 1.000.000,00            | -                | -                        |



**Pengadaan Sarana KA Bandara Internasional Adi Soemarmo**

**Procurement of Railway Rolling Stock for Adi Soemarmo International Airport**

(Dalam Jutaan Rupiah)

(In millions of Rupiah)

| No | Rincian / Detail                                                                                                                  | Rencana / Plan | Realisasi / Realization | Sisa / Remainder | Keterangan / Description |
|----|-----------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------|------------------|--------------------------|
| 1  | Pengadaan Sarana KA Bandara Internasional Adi Soemarmo / Procurement of Adi Soemarmo International Airport Railroad Rolling Stock | 109.607,10     | 109.607,10              | -                | -                        |

**Penempatan Dana Hasil Penawaran Umum**

**Placement of Public Offering Proceeds**

| No | Nama Bank / Bank Name | Jenis Simpanan / Deposit Type | Jumlah / Total | Tingkat Suku Bunga (p.a) / Interest Rate (p.a) | Periode / Period                               | Hubungan Afiliasi / Affiliations |
|----|-----------------------|-------------------------------|----------------|------------------------------------------------|------------------------------------------------|----------------------------------|
| 1  | Bank Rakyat Indonesia | Giro / Current Account        | -              | 2,30%                                          | Per 31 Desember 2023 / As of December 31, 2023 | Terafiliasi / Affiliated         |

**Penerbitan Obligasi tahun 2024**

**2024 Bond Issuance**

| No | Uraian / Description                                                                                          | Tanggal Distribusi Obligasi secara Elektronik / Electronic Bond Distribution Date | Tenor | Mata uang / Currency | Jumlah Obligasi / Total Bonds | Harga Penawaran / Offering Price                                | Tanggal Jatuh Tempo / Due Date      | Tingkat Suku Bunga / Interest Rate | Status Pembayaran / Payment Status | Peringkat / Ranking |      | Wali Amanat / Trustee |
|----|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------|----------------------|-------------------------------|-----------------------------------------------------------------|-------------------------------------|------------------------------------|------------------------------------|---------------------|------|-----------------------|
|    |                                                                                                               |                                                                                   |       |                      |                               |                                                                 |                                     |                                    |                                    | 2024                | 2023 |                       |
| 1  | Obligasi Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Bonds I KAI Phase II Series A Year 2024 | 09 Agustus 2024 / 09 Agustus 2024                                                 | 3     | IDR                  | 67.000.000.000                | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 09 Agustus 2027 / 09 Agustus 2027   | 6,90% per tahun / 6,90% per tahun  | Belum lunas / Not Paid             | idAAA               | -    | PT Bank Mega Tbk      |
| 2  | Obligasi Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Bonds I KAI Phase II Series B Year 2024 | 09 Agustus 2024 / 09 Agustus 2024                                                 | 5     | IDR                  | 295.500.000.000               | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 09 Agustus 2029 / 09 Agustus 2029   | 7,20% per tahun / 7,20% per tahun  | Belum lunas / Not Paid             | idAAA               | -    | PT Bank Mega Tbk      |
| 3  | Obligasi Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Bonds I KAI Phase II Series C Year 2024 | 09 Agustus 2024 / 09 Agustus 2024                                                 | 7     | IDR                  | 337.500.000.000               | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 09 Agustus 2031 / 09 Agustus 2031   | 7,30% per tahun / 7,30% per tahun  | Belum lunas / Not Paid             | idAAA               | -    | PT Bank Mega Tbk      |
| 4  | Obligasi Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Bonds II KAI Phase I Series A Year 2024 | 19 November 2024 / 19 November 2024                                               | 3     | IDR                  | 437.800.000.000               | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 19 November 2027 / 19 November 2027 | 6,70% per tahun / 6,70% per tahun  | Belum lunas / Not Paid             | idAAA               | -    | PT Bank Mega Tbk      |
| 5  | Obligasi Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Bonds II KAI Phase I Series B Year 2024 | 19 November 2024 / 19 November 2024                                               | 5     | IDR                  | 448.360.000.000               | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 19 November 2029 / 19 November 2029 | 7,00% per tahun / 7,00% per tahun  | Belum lunas / Not Paid             | idAAA               | -    | PT Bank Mega Tbk      |
| 6  | Obligasi Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Bonds II KAI Phase I Series C Year 2024 | 19 November 2024 / 19 November 2024                                               | 7     | IDR                  | 613.840.000.000               | 100% dari nilai pokok obligasi / 100% dari nilai pokok obligasi | 19 November 2031 / 19 November 2031 | 7,10% per tahun / 7,10% per tahun  | Belum lunas / Not Paid             | idAAA               | -    | PT Bank Mega Tbk      |

## Penerbitan Sukuk tahun 2024

## 2024 Sukuk Issuance

| No | Uraian / Description                                                                                                   | Tanggal Distribusi Sukuk secara Elektronik / Electronic Bond Distribution Date | Tenor | Mata Uang / Currency | Jumlah Sukuk / Total Sukuk | Harga Penawaran / Offering Price                                                                    | Tanggal Jatuh Tempo / Due Date      | Status Pembayaran / Payment Status | Peringkat / Ranking |      | Wali Amanat / Trustee         |
|----|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------|----------------------|----------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------|---------------------|------|-------------------------------|
|    |                                                                                                                        |                                                                                |       |                      |                            |                                                                                                     |                                     |                                    | 2024                | 2023 |                               |
| 1  | Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri A Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series A of 2024 | 9 Agustus 2024 / 9 Agustus 2024                                                | 3     | IDR                  | 62.500.000.000             | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 9 Agustus 2027 / 9 Agustus 2027     | Belum lunas / Not Paid             | idAAA (sy)          | -    | PT Bank Mega Tbk              |
| 2  | Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri B Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series B of 2024 | 9 Agustus 2024 / 9 Agustus 2024                                                | 5     | IDR                  | 127.270.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 9 Agustus 2029 / 9 Agustus 2029     | Belum lunas / Not Paid             | idAAA (sy)          | -    | PT Bank Mega Tbk              |
| 3  | Sukuk Ijarah Berkelanjutan I KAI Tahap II Seri C Tahun 2024 / Sustainable Sukuk Ijarah I KAI Phase II Series C of 2024 | 9 Agustus 2024 / 9 Agustus 2024                                                | 7     | IDR                  | 110.230.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 9 Agustus 2031 / 9 Agustus 2031     | Belum lunas / Not Paid             | idAAA (sy)          | -    | PT Bank Mega Tbk              |
| 4  | Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri A Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series A of 2024 | 19 November 2024 / 19 November 2024                                            | 3     | IDR                  | 116.540.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 19 November 2027 / 19 November 2027 | Belum lunas / Not Paid             | idAAA (sy)          | -    | PT Bank Syariah Indonesia Tbk |
| 5  | Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri B Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series B of 2024 | 19 November 2024 / 19 November 2024                                            | 5     | IDR                  | 83.135.000.000             | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 19 November 2029 / 19 November 2029 | Belum lunas / Not Paid             | idAAA (sy)          | -    | PT Bank Syariah Indonesia Tbk |
| 6  | Sukuk Ijarah Berkelanjutan II KAI Tahap I Seri C Tahun 2024 / Sustainable Sukuk Ijarah II KAI Phase I Series C of 2024 | 19 November 2024 / 19 November 2024                                            | 7     | IDR                  | 300.325.000.000            | 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah / 100% dari nilai sisa imbalan Ijarah Sukuk Ijarah | 19 November 2031 / 19 November 2031 | Belum lunas / Not Paid             | idAAA (sy)          | -    | PT Bank Syariah Indonesia Tbk |

## Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal

Material Information Regarding Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring

(Dalam Rupiah)

(In Rupiah)

| Uraian / Description                                                                                 | 2024                 | 2024                 |
|------------------------------------------------------------------------------------------------------|----------------------|----------------------|
| <b>Investasi Entitas Asosiasi dan Ventura Bersama / Investments in Associates and Joint Ventures</b> |                      |                      |
| <b>Entitas Asosiasi / Associates</b>                                                                 |                      |                      |
| PT Moda Integrasi Transportasi Jabodetabek                                                           | 29.802.854           | 28.617.769           |
| PT BPRS Baiturridha Pusaka                                                                           | 12.887.266           | 9.519.838            |
| <b>Ventura Bersama / Joint Ventures</b>                                                              |                      |                      |
| PT Pilar Sinergi BUMN Indonesia                                                                      | 6.165.535.579        | 5.708.376.759        |
| KSO Bumi Kalog                                                                                       | 46.050.395           | 42.005.447           |
| KSO B Kalog                                                                                          | 17.132.932           | 16.876.931           |
| KSO PT KAPM - PT Mega Dasa Semesta                                                                   | 3.011.880            | 2.973.405            |
| <b>Jumlah / Total</b>                                                                                | <b>6.274.420.906</b> | <b>5.808.370.149</b> |

### Ekspansi

Di tahun 2024, Perseroan tidak melakukan aktivitas ekspansi. Atas hal tersebut, tidak terdapat informasi mengenai ekspansi Perseroan untuk disajikan di dalam bagian ini.

### Divestasi

Di tahun 2024, Perseroan tidak melakukan aktivitas divestasi. Atas hal tersebut, tidak terdapat informasi mengenai divestasi usaha Perseroan untuk disajikan di dalam bagian ini.

### Penggabungan/Peleburan

Di tahun 2024, Perseroan tidak melakukan penggabungan/peleburan usaha. Atas hal tersebut, tidak terdapat informasi mengenai aktivitas penggabungan/peleburan usaha Perseroan untuk disajikan di dalam bagian ini.

### Akuisisi

Di tahun 2024, Perseroan tidak melakukan akuisisi. Atas hal tersebut, tidak terdapat informasi mengenai aktivitas akuisisi Perseroan untuk disajikan di dalam bagian ini.

### Restrukturisasi Utang/Modal

Di tahun 2024, Perseroan tidak melakukan aktivitas restrukturisasi utang/modal. Atas hal tersebut, tidak terdapat informasi mengenai aktivitas restrukturisasi utang/modal Perseroan untuk disajikan di dalam bagian ini.

### Expansion

In 2024, the Company did not carry out expansion activities. Therefore, there is no information available regarding the Company's expansion to report in this section.

### Divestment

In 2024, the Company did not engage in divestment activities. Therefore, there is no information pertaining to the Company's business divestment to share in this section.

### Merger/Amalgamation

In 2024, the Company did not participate in any merger or amalgamation activities. There is no information regarding the Company's business merger or amalgamation activities to provide in this section.

### Acquisition

In 2024, the Company did not undertake acquisition activities. As of now, no information is available on the Company's acquisition efforts to include in this section.

### Debt/Capital Restructuring

In 2024, the Company did not conduct debt or capital restructuring activities. Therefore, there is no information about the Company's debt or capital restructuring initiatives to be presented in this section.

## Informasi Material Terkait Transaksi Material Yang Mengandung Benturan Kepentingan dan/atau dengan Pihak Afiliasi

*Material Information Related to Material Transactions Containing Conflict of Interest and/or With Affiliated Parties*

Berdasarkan pada Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, Transaksi Material merupakan setiap transaksi yang dilakukan oleh perusahaan terbuka atau perusahaan terkendali yang memenuhi batasan nilai transaksi sama dengan 20% (dua puluh persen) atau lebih dari ekuitas Perusahaan Terbuka.

### Transaksi Material yang Mengandung Benturan Kepentingan

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, Benturan kepentingan adalah perbedaan antara kepentingan ekonomis perusahaan terbuka dengan kepentingan ekonomis pribadi Anggota Direksi, Anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali yang dapat merugikan Perusahaan Terbuka dimaksud.

According to Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, a Material Transaction is defined as any transaction conducted by a public company or its controlled entity that meets or exceeds 20% of the Public Company's equity.

### Material Transactions Containing Conflict of Interest

Under Financial Services Authority Regulation No. 42/POJK.04/2020 regarding Affiliated Transactions and Conflicts of Interest, a Conflict of Interest occurs when there is a discrepancy between the economic interests of a public company and the personal economic interests of its Board of Directors, Board of Commissioners, Majority Shareholders, or Controllers that could harm the Public Company.



Hingga 31 Desember 2024, Perseroan tidak memiliki transaksi material yang mengandung benturan kepentingan.

#### Transaksi Material dengan Pihak Afiliasi

Perseroan merupakan bagian dari suatu kelompok usaha, sehingga dalam menjalankan operasinya, Perseroan berhubungan dan melakukan transaksi dengan pihak-pihak yang berelasi. Informasi hubungan tersebut, tidak terdapat perbedaan syarat dan kondisi atas transaksi yang dilakukan dengan pihak ketiga.

#### Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
  - i. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
  - ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
  - iii. Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
  - i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
  - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
  - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
  - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
  - v. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
  - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);

As of December 31, 2024, the Company did not have material transactions that involve conflicts of interest.

#### Material Transactions with Affiliated Parties

As part of a business group, the Company engages in operations that require transactions with related parties. Information regarding such transactions indicates that there are no discrepancies in the terms and conditions compared to those applicable to third parties.

#### A related party may be individuals or entities associated with the reporting entity:

- a. A person or close family member is related if they:
  - i. Have control or joint control over the reporting entity;
  - ii. Have significant influence over the reporting entity; or
  - iii. Are key management personnel of the reporting entity or its parent entity.
- b. An entity is related to the reporting entity if it fits into any of the following categories:
  - i. The entity and the reporting entity are members of the same business group (meaning that the parent entity, subsidiary entities, and subsequent subsidiaries are related to each other);
  - ii. One entity is an associate or joint venture of another entity (or an associate or joint venture of a member of a business group to which the other entity belongs);
  - iii. Both entities are joint ventures of the same third party;
  - iv. One entity is a joint venture of a third entity, while the other entity is an associate of the third entity;
  - v. The entity is a post-employment benefit plan for the benefits of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity manages the plan, the sponsoring entity is also related to the reporting entity;
  - vi. The entity is controlled or jointly controlled by a person identified in paragraph (a);

- vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas); atau
- viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

- vii. A person identified in paragraph (a)(i) has significant influence over the entity or is key management personnel of the entity (or a parent entity of the entity); or
- viii. The entity, or a member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent entity of the reporting entity.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional. Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian Negara BUMN sebagai kuasa pemegang saham. Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Laporan Keuangan.

Government-related entities are those controlled, jointly controlled, or influenced by government bodies, which includes local, national, or international agencies. These entities may include those heavily influenced by the Ministry of Finance, representing the entity's Shareholder, or those controlled by the Government of Indonesia through the Ministry of State-Owned Enterprises on behalf of the shareholder. All substantive transactions and balances with related parties are detailed in the Financial Statements.

#### **Nama Pihak dan Sifat Hubungan Berelasi dan Realisasi Transaksi**

Perseroan melakukan sejumlah transaksi dengan pihak berelasi, dengan penjelasan sifat hubungan sebagai berikut:

- a. Pemerintahan Republik Indonesia diwakili oleh Menteri BUMN merupakan pemegang saham Perusahaan dan BUMN lain memiliki hubungan afiliasi melalui penyertaan modal Pemerintah Republik Indonesia.
- b. Perusahaan menempatkan dan meminjam dana pada bank-bank yang dimiliki Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.
- c. Perusahaan yang menandatangani perjanjian dalam rangka usaha, dengan BUMN-BUMN lain merupakan entitas anak BUMN serta badan-badan lembaga-lembaga pemerintah yang berwenang
- d. Memiliki anggota pengurus yang sama dengan entitas anak, yaitu Direksi Perusahaan yang juga merupakan Komisaris pada entitas anak.
- e. Dewan Komisaris dan Direksi merupakan personil manajemen kunci Grup.

#### **Name of Parties and Nature of Related Relationships and Realization of Transactions**

The Company has entered into several transactions with related parties, outlined as follows:

- a. The Government of the Republic of Indonesia, through the Minister of SOEs, serves as the Company's shareholder, with affiliated relationships through capital participation by the Government.
- b. The Company engages in placing and borrowing funds in government-owned banks under standard terms and interest rates applicable to third-party clients.
- c. Transactions are conducted with other SOEs and authorized government agencies for business purposes, involving subsidiaries of SOEs.
- d. The Company shares managerial members with its subsidiary, including members of the Board of Directors who also hold positions on the Commission.
- e. The Board of Commissioners and Board of Directors serve as the key management personnel of the Group.



### Pengungkapan Transaksi Afiliasi pada Laporan Keuangan

Transaksi afiliasi Perseroan telah diungkapkan di dalam Laporan Keuangan PT KAI (Persero) dan Entitas Anak tahun buku 2024. Informasi daftar pihak berelasi beserta pengungkapan sifat hubungan dan sifat relasi dapat dilihat pada laporan keuangan dalam catatan 42. **[GRI 2-6]**

### Realisasi Transaksi dengan Pihak Berelasi

Informasi terkait nama pihak, sifat hubungan dan realisasi transaksi dengan pihak berelasi disusun berdasarkan Catatan atas Laporan Keuangan Konsolidasian PT Kereta Api Indonesia (Persero) Tahun 2024 adalah sebagai berikut:

#### Transaksi dengan Pihak Berelasi

(Dalam ribuan rupiah)

| Barang Investasi /<br>Investment Goods                           | 2024                  |                                                                         | 2023                 |                                                                         |
|------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------|
|                                                                  | Nominal /<br>Nominal  | Persentase<br>terhadap<br>total Aset /<br>Percentage to<br>Total Assets | Nominal /<br>Nominal | Persentase<br>terhadap<br>total Aset /<br>Percentage to<br>Total Assets |
| Bank (Rupiah)                                                    | 4.222.719.440         | 4,35                                                                    | 3.731.139.228        | 4,25                                                                    |
| Deposito (Rupiah) / Deposit (Rupiah)                             | 379.200.000           | 0,39                                                                    | 1.386.615.360        | 1,70                                                                    |
| Dana Dibatasi Penggunaannya / Restricted Funds                   | 3.268.240.606         | 3,37                                                                    | 2.560.880.158        | 3,15                                                                    |
| Piutang Usaha – Bersih / Accounts Receivable – Net               | 1.985.883.347         | 2,05                                                                    | 1.253.114.802        | 1,54                                                                    |
| Piutang Lain-lain – Bersih / Other Receivables – Net             | 9.624.602.477         | 9,91%                                                                   | -                    | -                                                                       |
| Pendapatan Masih Akan Diterima – Bersih / Unearned Revenue – net | 2.908.544.535         | 3,00%                                                                   | 439.036.344          | 0,54                                                                    |
| <b>Jumlah / Total</b>                                            | <b>22.389.190.405</b> | <b>23,07</b>                                                            | <b>9.096.534.058</b> | <b>11,18</b>                                                            |

### Kewajaran Transaksi dan Alasan Dilakukan Transaksi

KAI melakukan transaksi dengan pihak berelasi seiring dengan adanya kebutuhan usaha yang relevan dan sesuai dengan kegiatan operasional KAI. Transaksi pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, persyaratan tersebut dapat sama atau tidak sama dengan transaksi lain yang dilakukan dengan pihak ketiga (*arm's length*).

Transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai peraturan perundang-undangan. Seluruh transaksi signifikan dengan pihak-pihak berelasi telah diungkapkan dalam catatan laporan keuangan konsolidasian.

### Disclosure of Affiliated Transactions in Financial Statements

The Company's affiliated transactions have been disclosed in the Financial Report of PT KAI (Persero) and Subsidiaries for the 2024 financial year. Information on the list of related parties along with disclosure of the nature of the relationship and the nature of the relationship can be seen in the financial report in note 42. **[GRI 2-6]**

### Realization of Transactions with Related Parties Assets from Related Parties

Information related to the names of parties, nature of the relationship and realization of transactions with related parties is prepared based on the Notes to the Consolidated Financial Statements of PT Kereta Api Indonesia (Persero) for 2024 as follows:

#### Transaction with Related Parties

(In thousands of Rupiah)

### Fairness of Transactions and Reasons for Transactions

KAI conducts transactions with related parties based on relevant business needs and in accordance with its operational activities. These related party transactions are executed according to terms agreed upon by both parties, which may differ from those of transactions conducted with third parties (*arm's length*).

All related party transactions have been carried out fairly and in compliance with applicable laws and regulations. Significant transactions with related parties have been disclosed in the consolidated financial statements.

### Kebijakan Manajemen Review Transaksi dan Pemenuhan Peraturan Terkait

Seluruh transaksi telah melalui mekanisme *review* sesuai dengan jenis transaksi. Setiap transaksi dilakukan analisis kelayakan transaksi. KAI senantiasa berkomitmen untuk menjalankan bisnis yang prudent dan seluruh transaksi telah memenuhi peraturan dan ketentuan yang berlaku.

### Pengungkapan Transaksi Afiliasi pada Laporan Keuangan

Transaksi afiliasi Perseroan telah diungkapkan di dalam Laporan Keuangan PT KAI (Persero) dan Entitas Anak tahun buku 2024 dalam catatan 41.

### Transaction Review Management Policy and Compliance with Related Regulations

Each transaction undergoes a review process tailored to its type. A transaction feasibility analysis is conducted for every transaction. KAI is committed to prudent business practices, and all transactions comply with relevant regulations and provisions.

### Disclosure of Affiliated Transactions in Financial Statements

The affiliated transactions of the Company have been disclosed in the Financial Statements of PT KAI (Persero) and its subsidiaries for the 2024 financial year in Note 41.

## Perubahan Peraturan Perundang-Undangan dan Dampak Terhadap Perseroan

*Changes in Laws and Regulations and their Impact on the Company*

Sepanjang tahun 2024, terdapat perubahan peraturan perundang-undangan yang berdampak terhadap Perseroan.

Throughout 2024, there are changes in laws and regulations that have impacted the Company.

| No | Judul Peraturan / Regulation                                                                                                                                                                                                                        | Pokok Pengaturan / Content of the Regulation                                                                                                                                                                       | Penyesuaian yang dilakukan KAI / Adjustments Made by the Company                                                                                                                                                                                                                                                                                                                                                                  | Dampak Terhadap KAI / Impact on KAI                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Undang-Undang Nomor 4 Tahun 2024 tentang Kesejahteraan Ibu dan Anak pada Fase Seribu Hari Pertama Kehidupan ("UU 4/2024"). / Law Number 4 of 2024 concerning the Welfare of Mothers and Children in the First Thousand Days of Life ("Law 4/2024"). | Mengatur hak-hak ibu dan anak pada fase seribu hari pertama serta kewajiban dalam pemenuhannya. / Regulating the rights of mothers and children in the first thousand days and the obligations in fulfilling them. | Saat ini pada kereta model <i>Stainless Steel New Generation</i> telah dilengkapi dengan toilet dengan tempat perawatan anak yang dapat digunakan juga sebagai tempat untuk kebutuhan Ibu menyusui, memerah air susu ibu. / Currently, the <i>New Generation Stainless Steel</i> model train is equipped with a toilet with a child care area that can also be used as a place for breastfeeding mothers, expressing breast milk. | a. Bahwa PT KAI perlu melakukan perubahan peraturan perusahaan yang mengatur tentang izin tidak masuk bekerja, penghasilan PKWTT, Jaminan Kesehatan guna penyesuaian terhadap UU 4/2024. / That PT KAI needs to make changes to company regulations governing leave from work, PKWTT income, Health Insurance in order to adjust to Law 4/2024.<br>b. Penyediaan fasilitas di tempat kerja berupa penyediaan ruang laktasi sesuai UU 4/2024. / Provision of facilities in the workplace in the form of provision of lactation rooms in accordance with Law 4/2024.<br>c. Pemenuhan fasilitas di kereta yakni fasilitas yang berkaitan dengan kebutuhan Ibu menyusui, memerah air susu ibu, dan/atau kondisi kedisabilitasan Ibu dan Anak. / Fulfillment of facilities on the train, namely facilities related to the needs of breastfeeding mothers, expressing breast milk, and/or the disability conditions of mothers and children.<br>d. Ketentuan peraturan Perusahaan mengenai Standar Stasiun perlu mengakomodir fasilitas tempat penitipan anak sesuai dengan UU 4/2024. / Provisions of Company regulations regarding Station Standards need to accommodate childcare facilities in accordance with Law 4/2024.<br>e. PT KAI dapat dikenakan sanksi apabila fasilitas sebagaimana dalam UU 4/2024 tidak disediakan. / PT KAI may be subject to sanctions if the facilities as stated in Law 4/2024 are not provided. |

| No | Judul Peraturan / Regulation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Pokok Pengaturan / Content of the Regulation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Penyesuaian yang dilakukan KAI / Adjustments Made by the Company | Dampak Terhadap KAI / Impact on KAI                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2  | Peraturan Presiden Nomor 49 Tahun 2024 tentang Strategi Nasional Perlindungan Konsumen ("Perpres 29/2024"). / Presidential Regulation Number 49 of 2024 concerning the National Consumer Protection Strategy ("Presidential Regulation 29/2024").                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mengatur Strategi Nasional Perlindungan Konsumen yang memuat arah kebijakan strategi dan sektor prioritas perlindungan konsumen untuk pencapaian target tahun 2024. / Setting the National Consumer Protection Strategy which contains the direction of strategic policies and priority sectors for consumer protection to achieve the 2024 target.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -                                                                | <p>a. Bahwa dengan berlakunya Perpres 29/2024, PT KAI sebagai pelaku usaha wajib patuh terhadap strategi nasional perlindungan konsumen ini. / That with the enactment of Presidential Regulation 29/2024, PT KAI as a business actor is obliged to comply with this national consumer protection strategy.</p> <p>b. Bahwa PT KAI dapat dilibatkan dalam pelaksanaan Strategi nasional perlindungan konsumen dan rencana aksi nasional perlindungan konsumen, serta dilibatkan dalam kegiatan pemantauan, evaluasi, dan pelaporan pelaksanaan rencana aksi nasional perlindungan konsumen. / That PT KAI can be involved in the implementation of the national consumer protection strategy and the national consumer protection action plan, as well as being involved in monitoring, evaluating, and reporting activities on the implementation of the national consumer protection action plan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 3  | Peraturan Presiden Nomor 33 Tahun 2024 tentang Perubahan Ketiga Atas Peraturan Presiden Nomor 53 Tahun 2012 tentang Kewajiban Pelayanan Publik dan Subsidi Angkutan Perintis Bidang Perkeretaapian, Biaya Penggunaan Prasarana Perkeretaapian Milik Negara, Serta Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara / Presidential Regulation Number 33 of 2024 concerning the Third Amendment to Presidential Regulation Number 53 of 2012 concerning Public Service Obligations and Subsidies for Pioneer Transportation in the Railway Sector, Costs for Using State-Owned Railway Infrastructure, and Maintenance and Operation of State-Owned Railway Infrastructure | Mengatur penegasan pengaturan terkait penggunaan anggaran negara dalam perawatan dan pengoperasian prasarana perkeretaapian, di mana pada Peraturan Presiden Nomor 53 Tahun 2012 tentang Kewajiban Pelayanan Publik dan Subsidi Angkutan Perintis Bidang Perkeretaapian, Biaya Penggunaan Prasarana Perkeretaapian Milik Negara, Serta Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara, Serta Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara beserta perubahannya belum cukup mengakomodir kebutuhan pembiayaan perawatan dan pengoperasian yang dilakukan oleh BUMN penerima penugasan Pemerintah / Regulating the affirmation of regulations related to the use of the state budget in the maintenance and operation of railway infrastructure, where Presidential Regulation Number 53 of 2012 concerning Public Service Obligations and Pioneer Transportation Subsidies in the Railway Sector, Costs for Using State-Owned Railway Infrastructure, and Maintenance and Operation of State-Owned Infrastructure and its amendments are not sufficient to accommodate the financing needs for maintenance and operation carried out by BUMNs assigned by the Government. | -                                                                | <p>a. Dalam hal PT KAI memperoleh penugasan IMO dari Pemerintah, maka PT KAI akan memperoleh biaya perawatan prasarana perkeretaapian yang disediakan oleh Kemenhub yang sumber pembiayaannya berasal dari APBN (tidak lagi dapat menggunakan APBN-P). / In the event that PT KAI receives an IMO assignment from the Government, PT KAI will receive railway infrastructure maintenance costs provided by the Ministry of Transportation, the source of funding for which comes from the State Budget (can no longer use the Revised State Budget).</p> <p>b. PT KAI selaku BUMN yang memperoleh penugasan dari Pemerintah untuk menyelenggarakan pengoperasian prasarana perkeretaapian milik negara akan memperoleh biaya IMO sebesar perhitungan yang dilakukan dengan pedoman perhitungan biaya pengoperasian prasarana yang ditetapkan oleh Menteri, dalam hal ini yaitu PM 59/2023. Hasil perhitungan tersebut kemudian akan dianggarkan dalam APBN, dan dijadikan dasar sebagai perhitungan nilai kontrak antara Kemenhub dengan PT KAI / PT KAI as a BUMN that receives an assignment from the Government to operate state-owned railway infrastructure will receive an IMO fee in the amount of the calculation carried out with the guidelines for calculating infrastructure operating costs stipulated by the Minister, in this case PM 59/2023. The results of this calculation will then be budgeted in the State Budget, and used as the basis for calculating the contract value between the Ministry of Transportation and PT KAI.</p> <p>c. Apabila PT KAI menerima penugasan IMO dan realisasi biaya perawatan dan/atau pengoperasian melebihi dari nilai kontrak yang telah disepakati, maka PT KAI dapat mengajukan usulan pembayaran terhadap kekurangan biaya tersebut kepada Kemenhub dengan dilengkapi dokumen pendukung sebagaimana diatur dalam kontrak dan peraturan perundang-undangan. / If PT KAI receives an IMO assignment and the realization of maintenance and/or operating costs exceeds the agreed contract value, PT KAI can submit a proposal for payment of the shortfall to the Ministry of Transportation, accompanied by supporting documents as stipulated in the contract and laws and regulations.</p> |

| No | Judul Peraturan / Regulation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Pokok Pengaturan / Content of the Regulation                                                                                                                                                                                   | Penyesuaian yang dilakukan KAI / Adjustments Made by the Company | Dampak Terhadap KAI / Impact on KAI                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | Peraturan Menteri Keuangan Nomor 20 Tahun 2024 Perubahan Atas Peraturan Menteri Keuangan Nomor 138/PMK.02/2021 tentang Jenis Dan Tarif Atas Jenis Penerimaan Negara Bukan Pajak Yang Bersifat Volatil Dan Kebutuhan Mendesak Yang Berlaku Pada Kementerian Perhubungan ("Permenkeu 20/2024"); / Regulation of the Minister of Finance Number 20 of 2024 Amendment to Regulation of the Minister of Finance Number 138/PMK.02/2021 concerning Types and Tariffs for Types of Volatile Non-Tax State Revenue and Urgent Needs Applicable to the Ministry of Transportation ("Permenkeu 20/2024"); | Mengatur jenis dan tarif PNPB yang bersifat mudah berubah dan mendesak di lingkungan Kementerian Perhubungan / Regulating the types and rates of PNPB that are easily changed and urgent within the Ministry of Transportation | -                                                                | Bahwa untuk tagihan TAC setelah berlakunya Permenkeu 20/2024 membutuhkan penetapan satuan biaya penggunaan prasarana BMN dan faktor prioritas, yang terlebih dahulu harus memperoleh persetujuan Menteri Keuangan. / That for TAC bills after the enactment of Minister of Finance Regulation 20/2024, it is necessary to determine the unit cost of using BMN infrastructure and priority factors, which must first obtain the approval of the Minister of Finance. |

## Perubahan Kebijakan Akuntansi

### *Changes in Accounting Policy*

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

1. Amendemen PSAK 221: Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran;
2. PSAK 117: Kontrak Asuransi; dan
3. Amendemen PSAK 117: Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 109 – Informasi Komparatif.

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

1. PSAK 103: Kombinasi Bisnis;
2. PSAK 105: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
3. PSAK 107: Instrumen Keuangan: Pengungkapan;
4. PSAK 109: Instrumen Keuangan;

New standards and amendments to standards effective for periods beginning on or after January 1, 2025, with earlier adoption permitted, are:

1. Amendments to PSAK 221: Effect of Foreign Exchange Rate Changes on Exchangeability Shortfalls;
2. PSAK 117: Insurance Contracts; and
3. Amendments to PSAK 117: Insurance Contracts on Initial Application of PSAK 117 and PSAK 109 – Comparative Information.

Several PSAKs were also amended which are consequential amendments due to the enactment of PSAK 117: Insurance Contracts, namely:

1. PSAK 103: Business Combinations;
2. PSAK 105: Non-Current Assets Held for Sale and Discontinued Operations;
3. PSAK 107: Financial Instruments: Disclosure;
4. PSAK 109: Financial Instruments;

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>5. PSAK 115: Pendapatan dari Kontrak dengan Pelanggan;</li> <li>6. PSAK 201: Penyajian Laporan Keuangan;</li> <li>7. PSAK 207: Laporan Arus Kas;</li> <li>8. PSAK 216: Aset Tetap;</li> <li>9. PSAK 219: Imbalan Kerja;</li> <li>10. PSAK 228: Investasi pada Entitas Asosiasi dan Ventura Bersama;</li> <li>11. PSAK 232: Instrumen Keuangan: Penyajian;</li> <li>12. PSAK 236: Penurunan Nilai Aset;</li> <li>13. PSAK 237: Provisi, Liabilitas Kontijensi dan Aset Kontijensi</li> <li>PSAK 238: Aset Takberwujud; dan</li> <li>14. PSAK 240: Properti Investasi.</li> </ul> | <ul style="list-style-type: none"> <li>5. PSAK 115: Revenue from Contracts with Customers;</li> <li>6. PSAK 201: Presentation of Financial Statements;</li> <li>7. PSAK 207: Statement of Cash Flows;</li> <li>8. PSAK 216: Property, Plant and Equipment;</li> <li>9. PSAK 219: Employee Benefits;</li> <li>10. PSAK 228: Investments in Associates and Joint Ventures;</li> <li>11. PSAK 232: Financial Instruments: Presentation;</li> <li>12. PSAK 236: Impairment of Assets;</li> <li>13. PSAK 237: Provisions, Contingent Liabilities and Contingent Assets</li> <li>PSAK 238: Intangible Assets; and</li> <li>14. PSAK 240: Investment Property.</li> </ul> |
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## Prospek Usaha 2025

*Business Outlook for 2025*

### Proyeksi Makroekonomi

Berdasarkan laporan IMF dalam *World Economic Outlook*, Pertumbuhan ekonomi global diperkirakan masih akan berjalan stagnan sebesar 3,3% pada tahun 2025. Suku bunga global diprediksi masih tergolong tinggi dan berdampak pada pengetatan likuiditas dan terbatasnya arus modal masuk ke negara-negara berkembang. Konflik geopolitik antara Rusia-Ukraina dan konflik di Timur Tengah belum mereda serta persaingan antara Amerika Serikat-Tiongkok masih berlanjut.

Perekonomian global masih sangat dinamis dengan risiko dan ketidakpastian yang perlu terus diantisipasi. Ke depan, pertumbuhan ekonomi global diperkirakan masih stagnan di level rendah (di bawah level prapandemi). Faktor risiko dan ketidakpastian bersumber dari tingkat suku bunga yang masih tinggi, eskalasi konflik geopolitik, peningkatan tensi perang dagang akibat isu overproduksi di Tiongkok, serta risiko yang berdampak struktural, terutama yang bersumber dari perubahan iklim, digitalisasi, serta penuaan demografi (*aging population*). Namun dengan demikian Kementerian Keuangan memperkirakan bahwa ekonomi Indonesia akan tumbuh kuat dan berkelanjutan pada tahun 2025 dengan tingkat pertumbuhan sebesar 5,2%. Bank Indonesia (BI) memproyeksikan inflasi pada tahun 2025 akan tetap terkendali dalam kisaran target 2,5%±1%, mencerminkan stabilitas harga yang mendukung pertumbuhan ekonomi.

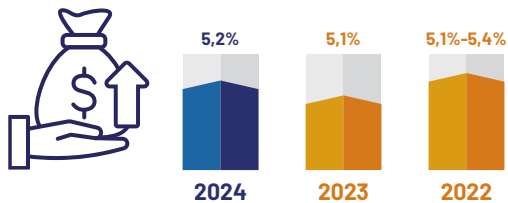
### Macroeconomic Projections

According to the IMF report in the *World Economic Outlook*, global economic growth is expected to remain stagnate at 3.3% in 2025. Global interest rates are predicted to stay relatively high, which may tighten liquidity and limit capital inflows to developing countries. The geopolitical conflicts between Russia and Ukraine, as well as tensions in the Middle East, have not subsided, and the competition between the United States and China continues.

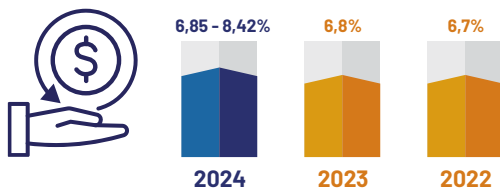
The global economy remains dynamic, with various risks and uncertainties that require ongoing attention. Looking ahead, global economic growth is anticipated to stagnate at levels below those seen before the pandemic. Contributing factors to these risks and uncertainties include persistently high interest rates, escalating geopolitical conflicts, and increased trade tensions due to China's overproduction issues. Additionally, structural risks related to climate change, digitalization, and an aging population are also concerns. However, the Ministry of Finance estimates that the Indonesian economy will experience strong and sustainable growth in 2025, with a projected growth rate of 5.2%. Bank Indonesia (BI) forecasts that inflation in 2025 will remain under control, staying within the target range of 2.5% ± 1%, reflecting price stability that supports economic growth.



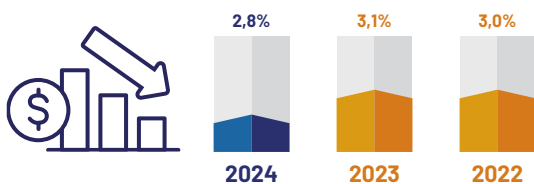
**Pertumbuhan Ekonomi**  
Economic Growth



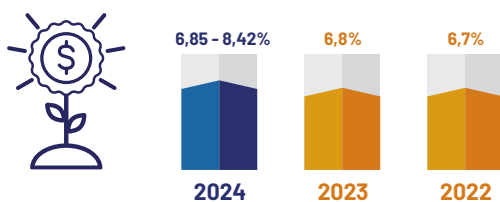
**Suku Bunga SBN**  
SBN Interest Rate



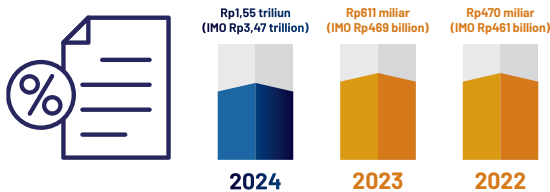
**Inflasi**  
Inflation



**B17DRR**



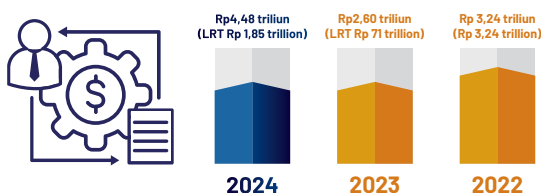
**TAC**



**Nilai Tukar Rupiah (Rp/USD)**  
Rupiah Exchange Rate (Rp/USD)



**Public Service Obligation**



Sumber:  
\*) RAPBN Tahun 2024  
\*\*) APS Nomor: S-419/MBU/09/2023 tanggal 29 November 2023  
perihal pemegang saham untuk Penyusunan RAKP Tahun 2024

Source:  
\*) 2024 State Budget (RAPBN)  
\*\*) APS Number: S-419/MBU/09/2023 dated November 29th, 2023, regarding the holder of the mandate for the preparation of the 2024 Company Work Plan and Budget.

**STRATEGI TAHUN 2025**

Mengacu pada asumsi proyeksi ekonomi yang telah dijabarkan di atas, KAI melihat bahwa perekonomian 2025 masih diliputi dengan ketidakpastian. Menghadapi dinamika eksternal yang ada, KAI merumuskan strategi yang responsif dan adaptif untuk menghadapi tantangan dan memanfaatkan peluang di pasar kereta api yang semakin kompetitif.

1. Meningkatkan pertumbuhan pendapatan melalui manajemen harga yang dinamis, optimalisasi rute, serta diferensiasi layanan dan penawaran premium.
2. Meningkatkan efektivitas pemasaran melalui strategi berbasis digital dan data, kemitraan strategis, serta pemasaran berkelanjutan dan ramah lingkungan.

**STRATEGY FOR 2025**

Based on the economic projections outlined, KAI anticipates that the economy in 2025 will continue to be fraught with uncertainty. In response to existing external dynamics, KAI has developed a responsive and adaptive strategy aimed at overcoming challenges and seizing opportunities in the increasingly competitive railway market, as follows:

1. Enhancing revenue through dynamic pricing, route optimization, and differentiated premium service offerings.
2. Increasing marketing effectiveness by leveraging digital and data-driven strategies, forming strategic partnerships, and adopting sustainable, eco-friendly marketing practices.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <ol style="list-style-type: none"> <li>3. Meningkatkan pengalaman pelanggan melalui penguatan pengalaman digital, pelatihan staf, serta program loyalitas dan keterlibatan pelanggan.</li> <li>4. Mendukung peningkatan pendapatan dan efisiensi biaya.</li> <li>5. Meningkatkan keselamatan operasional melalui standar keamanan yang ketat, serta pemeliharaan sarana dan prasarana secara berkala.</li> <li>6. Meningkatkan inovasi, digitalisasi dan peningkatan teknologi.</li> <li>7. Meningkatkan <i>Reliability, Availability, Maintainability, Safety and Services</i> (RAMSS) dalam Mendukung Daya Saing dan Peningkatan Pendapatan Perusahaan.</li> <li>8. Transformasi Digital dalam proses pengoperasian dan perawatan prasarana untuk meningkatkan efisiensi, keselamatan, serta pendapatan.</li> <li>9. Implementasi program kerja berbasis prinsip keberlanjutan (<i>sustainability</i>) dan <i>Environmental, Social, dan Governance</i> (ESG).</li> <li>10. Mendukung peningkatan pendapatan angkutan penumpang.</li> <li>11. Mendukung peningkatan pendapatan angkutan barang.</li> <li>12. Meningkatkan keselamatan operasional dengan melakukan <i>review</i> kebijakan implementasi RAM, inspeksi menggunakan metode RAMS dan lainnya.</li> <li>13. Meningkatkan sistem manajemen keselamatan dan keamanan yang terintegrasi.</li> <li>14. Merancang program strategis <i>Behaviour Based Safety</i> (BSS) untuk menekan terjadinya human error.</li> <li>15. Melakukan transformasi <i>human capital</i> melalui penguatan produktivitas pekerja, pengembangan <i>talent</i>, serta peningkatan tingkat kematangan SDM.</li> <li>16. Pembentukan <i>Shared Serviced Center &amp; Supply Chain Management</i> guna meningkatkan produktivitas dan efisiensi.</li> <li>17. Meningkatkan kesejahteraan pekerja secara menyeluruh melalui program finansial, sosial, dan kesehatan.</li> <li>18. Pengadaan dan pelaksanaan pekerjaan konstruksi bisnis pengembangan Jawa dan Sumbagsel serta penyelesaian dokumen teknis Sumbagsel.</li> <li>19. Penyelesaian Terminal Batu Bara Kramasan (TBB Kramasan).</li> <li>20. Penyelarasan <i>remapping</i> bisnis Anak Perusahaan dengan kebijakan <i>Stakeholder</i>.</li> </ol> | <ol style="list-style-type: none"> <li>3. Improving customer satisfaction by enhancing digital interactions, providing staff training, and implementing customer loyalty and engagement programs.</li> <li>4. Supporting growth in revenue while enhancing cost efficiency.</li> <li>5. Improving operational safety through strict adherence to safety standards and regular maintenance of facilities and infrastructure.</li> <li>6. Fostering innovation, enhancing digital capabilities, and focusing on technological advancements.</li> <li>7. Improving Reliability, Availability, Maintainability, Safety, and Services (RAMSS) to support competitiveness and drive company revenue.</li> <li>8. Transforming operational and maintenance processes via digital solutions to enhance efficiency, safety, and revenue.</li> <li>9. Implementing work programs that adhere to sustainability principles and Environmental, Social, and Governance (ESG) standards.</li> <li>10. Supporting the growth of passenger transportation revenue.</li> <li>11. Aiding in the increase of freight transportation revenue.</li> <li>12. Enhancing operational safety by reviewing RAM implementation policies and conducting inspections using the RAMS method.</li> <li>13. Improving an integrated safety and security management system.</li> <li>14. Designing a strategic Behavior-Based Safety (BSS) program to minimize human error.</li> <li>15. Strengthening employee productivity, developing talent, and increasing HR maturity levels.</li> <li>16. Establishing a Shared Service Center and implementing supply chain management to boost productivity and efficiency.</li> <li>17. Enhancing overall employee welfare through financial, social, and health programs.</li> <li>18. Overseeing the procurement and execution of construction projects related to Java and South Sumatra development, including the completion of technical documents for South Sumatra.</li> <li>19. Finalizing work on the Kramasan Coal Terminal (TBB Kramasan).</li> <li>20. Ensuring that the business remapping of subsidiaries aligns with stakeholder policies.</li> </ol> |
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## STRATEGI KAI SESUAI RJPP

Sebagai BUMN yang bergerak dalam industri transportasi, rencana bisnis KAI perlu di kembangkan selaras dengan rencana strategis dan tema pengembangan pemerintah dalam mendukung agenda transportasi nasional. Rencana bisnis KAI harus dapat mengakomodasi rencana strategis Kementerian BUMN, Kementerian Perhubungan, serta Rencana Induk Perkeretaapian Nasional (RIPNAS).

RIPNAS merupakan rencana Pembangunan jangka panjang dalam sistem perkeretaapian Indonesia hingga 2030 yang termasuk pengembangan jaringan, sarana dan prasarana, teknologi, strategi investasi, dan sebagainya. Arah pengembangan yang di targetkan oleh RIPNAS di antaranya:

- Pengembangan jaringan perkeretaapian nasional yang mencapai 10.524 Km akumulatif total pada 2030, dimana sepanjang 3.755 Km adalah untuk jaringan kota/ perkotaan
- Menerapkan skenario penggunaan energi pada transportasi perkeretaapian pada 2030 yang berbasis pulau dengan porsi listrik 90% dan berbasis perkotaan dengan porsi listrik sebesar 100%.
- Adopsi teknologi berupa penguasaan teknologi prasarana dan konstruksi, pengembangan *roadmap* teknologi & industri kereta, penguasaan teknologi perawatan prasarana kereta standar internasional, dan lain-lain.
- Keselamatan dan keamanan berupa *monitoring* dan evaluasi penyelenggaraan perkeretaapian, pengembangan manajemen sistem keamanan dalam penyelenggaraan perkeretaapian, pengujian dan sertifikasi sarana dan prasarana, serta fasilitas pendukung lainnya, dan lain-lain.

Penyusunan RJPP dilakukan dengan mempertimbangkan kebijakan dan regulasi pemerintah terkait perkeretaapian. Dokumen-dokumen yang diterbitkan oleh DJKA, BAPPENAS, Kementerian BUMN, Kemenko Perekonomian, dan Kemenko Marves menjadi bagian dari asumsi eksternal penyusunan RJPP 2025-2029.

Dalam RJPP 2025-2029, KAI menetapkan empat tujuan strategis utama, yaitu keunggulan operasional (*Operational excellence*), loyalitas pelanggan (*Customer loyalty*), ESG, dan keberlanjutan keuangan (*Financial sustainability*). Tujuan-tujuan strategis ini berkaitan langsung dengan visi KAI dan akan menjadi panduan bagi KAI di mana setiap pilar strategi dan inisiatif harus dapat mencapai satu atau lebih dari satu tujuan strategis ini, sehingga memastikan bahwa setiap investasi dan aktivitas yang dilakukan oleh KAI selaras dengan visi KAI.

## KAI'S STRATEGY IN LINE WITH RJPP

As a state-owned enterprise (BUMN) engaged in the transportation sector, KAI's business plan must align with the government's strategic vision and development themes in support of the national transportation agenda. The plan must also accommodate the strategic objectives of the Ministry of State-Owned Enterprises, the Ministry of Transportation, and the National Railway Master Plan (RIPNAS).

RIPNAS is a long-term development plan in the Indonesian railway system until 2030 which includes the development of networks, facilities and infrastructure, technology, investment strategies, and so forth. The development directions targeted by RIPNAS include:

- Developing a national railway network with a cumulative total of 10,524 km by 2030, including 3,755 km designated for urban networks.
- Implementing an energy usage model for railway transportation in 2030, with 90% of energy sourced from electricity for island-based services and 100% for urban services.
- Embracing technology advancements, including infrastructure and construction technology mastery, the development of a railway technology and industry roadmap, and adherence to international standards for infrastructure maintenance.
- Ensuring safety and security through rigorous monitoring and evaluation of railway management, development of security system management, and testing and certification of facilities and infrastructure, along with other related facilities.

The preparation of the RJPP is conducted while taking into account government policies and regulations related to railways. Various documents issued by DJKA, BAPPENAS, the Ministry of State-Owned Enterprises (SOEs), the Coordinating Ministry for Economic Affairs, and the Coordinating Ministry for Maritime Affairs and Investment are considered as external assumptions in the formulation of the 2025-2029 RJPP.

In the 2025-2029 RJPP, KAI has established four main strategic objectives: operational excellence, customer loyalty, Environmental, Social, and Governance (ESG), and financial sustainability. These strategic objectives are directly aligned with KAI's vision and will guide KAI's initiatives, ensuring that every investment and activity undertaken is in harmony with its overall vision.

Berikut ini adalah strategi yang dijalankan oleh KAI sesuai dengan RJPP 2025-2029.

#### 1. Keunggulan Operasional

##### a. *Safety and Security*

- Mengurangi jumlah kecelakaan KKA dan NKKA untuk memastikan keselamatan penumpang dan pekerja.
- Mengurangi jumlah korban luka berat guna meningkatkan keselamatan operasional dan kepercayaan publik.
- Mengurangi jumlah korban kematian.
- *Response & recovery rate* insiden siber TI untuk memastikan keamanan data perusahaan.

##### b. *Asset quality*

- Meningkatkan ketersediaan sarana
- Meningkatkan keandalan sarana
- Meningkatkan keandalan prasarana
- Peningkatan kelas prasarana

##### c. *Punctuality*

- Ketepatan waktu angkutan penumpang
- Ketepatan waktu angkutan barang

#### 2. Meningkatkan Loyalitas Pelanggan

##### a. *Market/Ridership Share*

- Meningkatkan volume penumpang
- Meningkatkan volume angkutan barang

##### b. *Customer Satisfaction*

- *Satisfaction score* angkutan penumpang
- *Satisfaction score* angkutan barang

##### c. *Brand perception*

#### 3. ESG

##### a. *Environment impact*

- Mengurangi jejak emisi karbon
- Mengurangi insiden limbah

##### b. *Social impact*

##### c. *Governance*

- Peningkatan skor *Good Corporate Governance* (GCG)
- Menurunkan *rating* risiko ESG

#### 4. Keberlanjutan Keuangan

##### a. *Financial Performance*

- Meningkatkan pendapatan angkutan penumpang
- Meningkatkan pendapatan angkutan barang
- Meningkatkan pendapatan non-angkutan
- Meningkatkan margin laba bersih

The following strategies will be implemented by KAI in line with the 2025-2029 RJPP:

#### 1. Operational Excellence

##### a. *Safety and Security*

- Reduce the number of KKA (operational crew) and NKKA (non-operational crew) accidents to ensure the safety of passengers and employees.
- Decrease serious injuries to enhance operational safety and public trust.
- Minimize fatalities.
- Improve the response and recovery rate for IT cyber incidents to safeguard company data.

##### b. *Asset Quality*

- Increase the availability of facilities
- Increase the reliability of facilities.
- Enhance the reliability of infrastructure
- Enhance the class of infrastructure.

##### c. *Punctuality*

- Improve the timeliness of passenger transportation.
- Enhance the timeliness of goods transportation.

#### 2. Increase Customer Loyalty

##### a. *Market/Ridership Share*

- Increase passenger volume.
- Boost the volume of goods transportation.

##### b. *Customer Satisfaction*

- Improve the satisfaction score for passenger transportation.
- Enhance the satisfaction score for goods transportation.

##### c. *Brand Perception*

#### 3. ESG

##### a. *Environmental Impact*

- Reduce carbon emissions.
- Minimize waste incidents.

##### b. *Social Impact*

##### c. *Governance*

- Increase the score of Good Corporate Governance (GCG).
- Lower the ESG risk rating.

#### 4. Financial Sustainability

##### a. *Financial Performance*

- Increase revenue from passenger transportation.
- Boost freight transportation revenue.
- Raise non-transportation revenue.
- Improve net profit margin.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>b. Sustainable government assignment</p> <ul style="list-style-type: none"> <li>LRT : Ridership, margin EBITDA, dan kebutuhan subsidi</li> <li>KCIC : Ridership, serap rugi, dan SHL (Shareholder Loan)</li> </ul> <p>c. Sustainable subsidiary profit</p> <ul style="list-style-type: none"> <li>Meningkatkan laba total anak perusahaan</li> <li>Meningkatkan pendapatan dividen</li> <li>Meningkatkan pendapatan eksternal dari anak perusahaan</li> </ul> | <p>b. Sustainable Government Assignment</p> <ul style="list-style-type: none"> <li>LRT: Maximize ridership, EBITDA margin, and assess subsidy needs.</li> <li>KCIC: Enhance ridership, loss absorption, and manage Shareholder Loans (SHL).</li> </ul> <p>c. Sustainable Subsidiary Profit</p> <ul style="list-style-type: none"> <li>Increase total profit from subsidiaries.</li> <li>Raise dividend income.</li> <li>Enhance external income from subsidiaries.</li> </ul> |
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## Perbandingan Target dan Realisasi Tahun 2024 Serta Proyeksi Tahun 2025

Comparison of Target and Realization in 2024 and Projection in 2025

### Perbandingan Target, Realisasi, dan Proyeksi Keuangan (Dalam ribuan rupiah)

### Comparison of Target, Realization, and Financial Projection (In thousands of rupiah)

| Uraian /<br>Description                                 | Target 2024 /<br>2024 Target | Realisasi 2024 /<br>2024 Realization | Pencapaian<br>terhadap<br>Target (%) /<br>Achievement to<br>Target (%) | Proyeksi 2025 /<br>2025 Projection |
|---------------------------------------------------------|------------------------------|--------------------------------------|------------------------------------------------------------------------|------------------------------------|
| <b>Posisi Keuangan / Financial Position</b>             |                              |                                      |                                                                        |                                    |
| Aset lancar / Current assets                            | 10.935.000.000               | 16.825.576.357                       | 153,87                                                                 | 14.739.154.079                     |
| Aset tidak lancar / Non-current assets                  | 84.015.000.000               | 80.273.549.515                       | 95,55                                                                  | 90.265.372.407                     |
| Total aset / Total assets                               | 94.950.000.000               | 97.099.125.872                       | 102,26                                                                 | 105.004.530.486                    |
| Liabilitas jangka pendek / Current liabilities          | 10.523.000.000               | 16.545.939.502                       | 157,24                                                                 | 13.348.566.697                     |
| Liabilitas jangka Panjang / Non-current liabilities     | 49.217.000.000               | 45.228.523.897                       | 91,90                                                                  | 53.182.839.091                     |
| Total liabilitas / Total liabilities                    | 59.739.000.000               | 61.774.463.399                       | 103,41                                                                 | 66.531.405.788                     |
| Total ekuitas / Total equity                            | 35.210.000.000               | 35.324.662.473                       | 100,33                                                                 | 38.473.124.698                     |
| <b>Laba Rugi / Profit and Loss</b>                      |                              |                                      |                                                                        |                                    |
| Pendapatan / Revenue                                    | 33.162.000.000               | 36.108.216.958                       | 108,88                                                                 | 36.724.605.750                     |
| Beban usaha / Operating Expenses                        | 27.565.122.617               | 23.273.515.654                       | 84,43                                                                  | 29.312.634.253                     |
| Laba (rugi) usaha / Operating Profit (Loss)             | 5.597.095.530                | 7.601.393.188                        | 135,81                                                                 | 7.411.971.497                      |
| Laba (rugi) tahun berjalan / Profit (Loss) for the Year | 1.215.817.390                | 2.222.582.760                        | 182,81                                                                 | 2.008.336.160                      |
| <b>Rasio Keuangan (%) / Financial Ratio (%)</b>         |                              |                                      |                                                                        |                                    |
| Rasio kas / Cash Ratio                                  | 33,2                         | 29,8                                 | 89,76                                                                  | 34,0                               |
| Rasio lancar / Current Ratio                            | 103,9                        | 101,7                                | 97,88                                                                  | 110,4                              |
| Return on Equity (ROE)                                  | 3,46                         | 12,4                                 | 358,38                                                                 | 5,2                                |
| Return on Assets (ROA)                                  | 1,4                          | 2,1                                  | 150,0                                                                  | 2,3                                |
| Return on Investment (ROI)                              | 12,49                        | 9,5                                  | 76,06                                                                  | -                                  |



**Perbandingan Target dan Realisasi Keuangan****Aset**

Di tahun 2024, aset Perusahaan terealisasi sebesar Rp97,10 triliun atau mencapai 102,26% dari target sebesar Rp94,95 triliun. Rincian total aset terdiri dari aset lancar Perseroan terealisasi sebesar Rp16,83 triliun atau mencapai 153,87% dari target sebesar Rp10,34 triliun. Kemudian aset tidak lancar Perseroan terealisasi sebesar Rp80,27 triliun atau mencapai 95,55% dari target sebesar Rp84,02 triliun.

**Liabilitas**

Di tahun 2024, liabilitas Perusahaan terealisasi sebesar Rp61,77 triliun atau mencapai 103,41% dari target sebesar Rp59,74 triliun.

**Ekuitas**

Di tahun 2024, ekuitas Perusahaan terealisasi sebesar Rp35,32 triliun atau mencapai 100,33% dari target sebesar Rp35,21 triliun.

**Pendapatan**

Di tahun 2024, Perusahaan mencatatkan pendapatan dengan nilai yang terealisasi sebesar Rp36,11 triliun atau mencapai 108,88% dari target sebesar Rp33,16 triliun.

**Laba Tahun Berjalan**

Di tahun 2024, Perusahaan mencatatkan laba tahun berjalan dengan nilai yang terealisasi sebesar Rp2,22 triliun atau mencapai 182,81% dari target sebesar Rp1,22 triliun.

**Comparison of Financial Targets and Realizations****Assets**

In 2024, the Company's total assets were realized at Rp97.10 trillion, achieving 102.26% of the target of Rp94.95 trillion. The breakdown of total assets includes current assets realized at Rp16.83 trillion, which is 153.87% of the target of Rp10.34 trillion. Additionally, the Company's non-current assets amounted to Rp80.27 trillion, reaching 95.55% of the target of Rp84.02 trillion.

**Liabilities**

In 2024, the Company's liabilities were realized at Rp61.77 trillion, which is 103.41% of the target of Rp59.74 trillion.

**Equity**

In 2024, the Company's equity was realized at Rp35.32 trillion, achieving 100.33% of the target of Rp35.21 trillion.

**Revenue**

In 2024, the Company recorded revenue of Rp36.11 trillion, reaching 108.88% of the target of Rp33.16 trillion.

**Profit for the Year**

In 2024, the Company recorded a profit for the year with a realized value of Rp2.22 trillion or reached 182.81% of the target of Rp1.22 trillion.

**Perbandingan Target, Realisasi, dan Proyeksi Produksi**

*Comparison of Target, Realization and Projection of Production*

| Uraian /<br>Description                                                  | Target 2024 /<br>2024 Target | Realisasi 2024 /<br>2024 realization | Pencapaian<br>terhadap<br>Target (%) /<br>Achievement to<br>Target (^) | Proyeksi 2025 /<br>2025 Projection |
|--------------------------------------------------------------------------|------------------------------|--------------------------------------|------------------------------------------------------------------------|------------------------------------|
| <b>Angkutan Penumpang (orang) / Passenger Transportation (in Person)</b> |                              |                                      |                                                                        |                                    |
| KA Utama Kelas Eksekutif / Main Train - Executive Class                  | 18.713.274                   | 18.923.496                           | 101,1                                                                  | 14.561.021                         |
| KA Utama Kelas Bisnis / Main Train - Business Class                      | 1.719.635                    | 1.804.265                            | 104,9                                                                  | 1.216.960                          |
| KA Utama Kelas Ekonomi / Main Train - Economy Class                      | 28.286.026                   | 30.524.135                           | 107,9                                                                  | 32.911.725                         |
| KA Lokal Ekonomi / Local Train - Economy Class                           | 391.400.591                  | 402.091.293                          | 102,7                                                                  | 7.796.713                          |
| <b>Volume Angkutan Penumpang /<br/>Passenger Transportation Volume</b>   | <b>440.119.526</b>           | <b>453.343.189</b>                   | <b>103,0</b>                                                           | <b>56.486.418</b>                  |
| <b>Angkutan Barang (ton) Freight Transportation (in Ton)</b>             |                              |                                      |                                                                        |                                    |
| Batu Bara / Coal                                                         | 55.544.848                   | 55.645.263                           | 100,2                                                                  | 56.486.418                         |
| Peti Kemas / Container                                                   | 5.315.600                    | 5.821.791                            | 109,5                                                                  | 5.508.373                          |

| Uraian /<br>Description                                                                       | Target 2024 /<br>2024 Target | Realisasi 2024 /<br>2024 realization | Pencapaian<br>terhadap<br>Target (%) /<br>Achievement to<br>Target (^) | Proyeksi 2025 /<br>2025 Projection |
|-----------------------------------------------------------------------------------------------|------------------------------|--------------------------------------|------------------------------------------------------------------------|------------------------------------|
| BBM / Fuel                                                                                    | 2.544.360                    | 2.667.440                            | 104,8                                                                  | 2.567.712                          |
| Semen / Cement                                                                                | 3.796.600                    | 3.489.261                            | 91,9                                                                   | 3.307.281                          |
| General Cargo dan Barang Hantaran Potongan (BHP) /<br>General Cargo and Delivery Freight Unit | 265.110                      | 224.865                              | 84,8                                                                   | 249.809                            |
| Lainnya / Others                                                                              | 852.630                      | 1.353.049                            | 158,7                                                                  | 826.885                            |
| <b>Volume Angkutan KA Barang /<br/>Freight Train Transport Volume</b>                         | <b>68.319.000</b>            | <b>69.201.670</b>                    | <b>101,3</b>                                                           | <b>71.709.586</b>                  |

### Perbandingan Target dan Realisasi serta Proyeksi Volume Angkutan Penumpang

Di tahun 2024, realisasi volume angkutan penumpang sebanyak 51.839.503 orang, mencapai 4,87% dari target RKAP 2024 sebanyak 49.433.290 orang.

### Comparison of Target, Realization, and Projection of Passenger Transport Volume

In 2024, the actual passenger transport volume reached 51,839,503 people, achieving 4.87% of the 2024 RKAP target of 49,433,290 people.

### Perbandingan Target dan Realisasi serta Proyeksi Volume Angkutan KA Barang

Realisasi volume angkutan KA barang sepanjang tahun 2024 adalah sebesar 69.201.670 ton atau mencapai 8,6% dibandingkan target RKAP 2024 yang sebesar 68.319.000 ton.

### Comparison of Target, Realization, and Projection of Freight Train Transport Volume

Throughout 2024, the actual freight train transport volume amounted to 69,201,670 tons, which is 8.6% of the 2024 RKAP target of 68,319,000 tons.

## Informasi Penting Lainnya

### Other Important Information

#### 1. Track Charge Access (TAC) Perusahaan

Pada tanggal 20 Februari 2025, Berdasarkan *self assessment* Perusahaan telah melakukan pembayaran atas penggunaan *Track Access Charge* (TAC) tahun 2024 kepada pemerintah dengan dasar kemampuan Perusahaan mempertahankan nilai *Net Profit Margin* dan memperoleh keuntungan yang optimal dalam melaksanakan penugasan proyek strategis nasional seperti proyek Kereta Cepat Jakarta Bandung, LRT Jabodebek, dan Kereta Api Bandara Soekarno Hatta.

#### 1. The Company's Track Charge Access (TAC)

On February 20, 2025, based on the Company's self-assessment, it has made a payment for the use of the 2024 Track Access Charge (TAC) to the government based on the Company's ability to maintain the Net Profit Margin value and obtain optimal profits in carrying out national strategic project assignments such as the Jakarta-Bandung High-Speed Train project, Jabodebek LRT, and Soekarno Hatta Airport Train.

#### 2. Backlog Biaya Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara (IMO)

Perusahaan saat ini sedang melakukan upaya untuk melakukan penagihan atas *Backlog* Biaya Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara (IMO) Tahun Anggaran 2015-2022.

#### 2. Backlog of Maintenance and Operation Costs for State-Owned Railway Infrastructure (IMO)

The Company is currently making efforts to collect the Backlog of Maintenance and Operation Costs for State-Owned Railway Infrastructure (IMO) for the 2015-2022 Fiscal Year.

Backlog Biaya IMO muncul dikarenakan realisasi Biaya IMO yang dikeluarkan oleh Perusahaan berdasarkan kebutuhan biaya yang mutlak harus dikeluarkan untuk melakukan perawatan dan pengoperasian prasarana perkeretaapian dalam rangka menjamin keamanan dan keselamatan perjalanan kereta api, sementara penggantian biaya IMO yang dilakukan oleh Pemerintah sebesar nilai kontrak dimana nilai tersebut dibatasi oleh alokasi anggaran dalam APBN sebagaimana Peraturan Presiden (Perpres) No. 53/2012.

Perusahaan mendapat dukungan dari Kementerian BUMN sebagai pemegang saham utama Perusahaan melalui surat tanggal 29 Desember 2023 kepada BPKP untuk melakukan review atas Backlog IMO.

The IMO Cost Backlog arose due to the realization of IMO Costs incurred by the Company based on the absolute cost requirements that must be incurred to carry out maintenance and operation of railway infrastructure in order to ensure the safety and security of train travel, while the reimbursement of IMO costs carried out by the Government is the amount of the contract value where the value is limited by the budget allocation in the State Budget as per Presidential Regulation (Perpres) No. 53/2012.

The Company received support from the Ministry of SOEs as the Company's main shareholder through a letter dated December 29, 2023 to BPKP to conduct a review of the IMO Backlog.

## Tinjauan Fungsi Penunjang Bisnis

### *Business Support Functions Review*

Pemanfaatan Teknologi Informasi (TI) memiliki peran sangat penting dalam kegiatan bisnis KAI. Implementasi TI yang optimal dapat meningkatkan kinerja operasional Perseroan sehingga menjadi lebih produktif dan berdaya saing di tengah ketatnya kompetisi industri transportasi di Indonesia. Upaya peningkatan kinerja KAI senantiasa berorientasi pada keselamatan, ketepatan waktu, pelayanan, dan kenyamanan melalui implementasi rencana kerja berbasis TI. Meskipun demikian, KAI memahami bahwa manfaat penggunaan TI selalu disertai dengan risiko yang perlu diantisipasi secara serius. Untuk itu, KAI telah menerapkan Tata Kelola TI yang baik agar memperoleh nilai manfaat secara optimal, sekaligus mengelola risiko-risiko yang mungkin timbul.

Hingga 1 Desember 2024, KAI telah menerapkan pengelolaan TI secara baik dengan dukungan infrastruktur dan Tata Kelola Teknologi Informasi yang kuat.

The role of Information Technology (IT) in KAI's business activities is crucial. Effective implementation of IT can enhance the company's operational performance, making it more productive and competitive in the highly competitive transportation industry in Indonesia. KAI is committed to improving its performance with a focus on safety, punctuality, service, and comfort through IT-based work plans. However, KAI recognizes that while the benefits of using IT are significant, they come with associated risks that need to be proactively managed. Therefore, KAI has established robust IT governance to maximize the benefits while effectively managing potential risks.

As of December 1, 2024, KAI has successfully implemented strong IT management supported by a solid infrastructure and effective Information Technology Governance.

### Realisasi Rencana Kerja Berbasis TI

|                                                                                                       |                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Implementasi Face Recognition / Implementation of Face Recognition</b>                             | Layanan pengenalan wajah untuk mempermudah kebutuhan boarding penumpang kereta api jarak jauh / Facial recognition service to facilitate long-distance train passenger boarding needs                                                                                      |
| <b>Non transport Business Planning &amp; Asset Commercialization Management System</b>                | KAI mengembangkan Railway Asset Management System Fase I yang mengimplementasikan teknologi Low Code dan melakukan upgrade sistem ArcGis / KAI developed the Railway Asset Management System Phase I which implemented Low Code technology and upgraded the ArcGis system. |
| <b>Pengembangan Railway Management System tahap 2 / Railway Management System Development Phase 2</b> | Re-design aplikasi Direktorat Operasi untuk mendukung administrasi Perjalanan KA / Re-design of the Directorate of Operations application to support railway travel administration                                                                                         |

### Realization of IT-Based Work Plans

|                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Optimalisasi Sales Management System (KAI Access) / Optimization of Sales Management System (KAI Access)</b>     | Optimalisasi ini ditujukan untuk pengembangan Revamp KAI Access guna peningkatan pelayanan pelanggan / This optimization is aimed at developing Revamp KAI Access to improve customer service.                                                                                                                                                                                                                                                                      |
| <b>Implementasi Firebase Analytics pada Access by KAI / Implementation of Firebase Analytics on Access by KAI</b>   | Ditujukan untuk memberikan user experience baru pada pelanggan / Aimed at providing a new user experience to customers                                                                                                                                                                                                                                                                                                                                              |
| <b>Optimalisasi Big Data dan Dashboard Management / Big Data Optimization and Dashboard Management</b>              | Ditujukan untuk monitoring dan menampilkan data secara visual / Aimed at monitoring and displaying data visually                                                                                                                                                                                                                                                                                                                                                    |
| <b>Implementasi Master Data Management System (MDM) / Implementation of Master Data Management System (MDM)</b>     | Implementasi ini termasuk mengidentifikasi katalog data, melakukan klasifikasi data, dan implementasi master data management tool untuk modul integration dan data katalog Ditujukan untuk monitoring dan menampilkan data secara visual / This implementation includes identifying data catalogs, classifying data, and implementing master data management tools for integration modules and data catalogs. Intended for monitoring and displaying data visually. |
| <b>Implementasi API Management System / API Management System Implementation</b>                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Penguatan Network dengan implementasi SDWAN / Network Strengthening with SDWAN Implementation</b>                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Improvisasi Security Operations Center (SOC) / Security Operations Center (SOC) Improvisation</b>                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Implementasi Endpoint Detection and Response (EDR) / Implementation of Endpoint Detection and Response (EDR)</b> | Ditujukan agar Divisi Sistem Informasi proaktif terhadap insiden keamanan pada perangkat endpoint / Aimed for the Information Systems Division to be proactive in responding to security incidents on endpoint devices.                                                                                                                                                                                                                                             |

Dalam implementasinya pada kegiatan operasional Perseroan, pemanfaatan TI di KAI juga telah memenuhi regulasi yang berlaku melalui penerapan Tata Kelola Teknologi Informasi. Informasi lebih lanjut terdapat pada bagian Tata Kelola Teknologi Informasi.

In its implementation in the Company's operational activities, the use of IT in KAI has also complied with applicable regulations through the implementation of Information Technology Governance. Further information can be found in the Information Technology Governance section.

#### Capaian Sesuai Masterplan Teknologi Informasi 2020- 2024

#### Achievements According to the Information Technology Masterplan 2020-2024

| No | Uraian / Description                                                                                                                                                                                                                                                                                 | Capaian / Achievement |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1  | Railway Management System untuk redesign aplikasi Direktorat Operasi untuk perjalanan KA / Railway Management System for redesigning the Directorate of Operations application for train travel                                                                                                      | 100%                  |
| 2  | Master Data Management untuk Pengembangan Master Data Management berdasarkan area pada Data Governance / Master Data Management for the Development of Master Data Management based on areas in Data Governance                                                                                      | 100%                  |
| 3  | Non Transport Business Planning & Asset Commercialization Management System untuk Pengembangan Railway Aset Management System dengan map ArcGis / Non Transport Business Planning & Asset Commercialization Management System for the Development of Railway Asset Management System with ArcGis map | 100%                  |
| 4  | Optimalisasi Sales Management System untuk Pengembangan Rail Cargo System, Revamp KAI Access / Optimization of Sales Management System for the Development of Rail Cargo System, Revamp KAI Access                                                                                                   | 100%                  |
| 5  | Pembangunan Data Center baru sesuai kajian tier 3 / Construction of a new Data Center according to tier 3 study                                                                                                                                                                                      | 100%                  |
| 6  | Oracle Exadata Cloud at Customer Layanan Oracle Exadata cloud / Oracle Exadata Cloud at Customer Oracle Exadata cloud service                                                                                                                                                                        | 100%                  |
| 7  | Dukungan Transformasi Digital untuk mempersiapkan infrastruktur IT untuk keperluan implementasi transformasi digital / Digital Transformation Support to prepare IT infrastructure for the implementation of digital transformation                                                                  | 100%                  |

Berdasarkan Asesmen Indonesia Industry Readiness Index 4.0 (INDI 4.0) Assessment yang dilakukan pada tahun 2022 oleh Asesor dari Balai Besar Bahan dan Barang Teknik (B4T) dengan skor INDI 4.0, KAI mendapatkan skor sebesar 3.35. Nilai tersebut belum memenuhi target yang dipersyaratkan oleh Kementerian BUMN sebesar 3.5, maka Perseroan wajib menyusun dan mengimplementasikan rencana pemenuhan gap perbaikan INDI 4.0, seperti dijelaskan berikut ini.

Based on the Indonesia Industry Readiness Index 4.0 (INDI 4.0) Assessment conducted in 2022 by Assessors from the Center for Materials and Technical Goods (B4T) with an INDI score of 4.0, KAI received a score of 3.35. This value has not met the target required by the Ministry of SOEs of 3.5, so the Company is required to prepare and implement a plan to fulfill the INDI 4.0 improvement gap, as explained below.

| Pilar / Pillar                                                          | Implementasi Perbaikan / Improvement Implementation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pilar Manajemen dan Organisasi / Pillars of Management and Organization | <ul style="list-style-type: none"> <li>Penyusunan HC Master Plan yang selaras dengan RJPP/ Preparation of HC Master Plan in line with RJPP</li> <li>Penyusunan kajian investasi terhadap peningkatan kapabilitas SDM / Preparation of investment studies on improving HR capabilities</li> <li>Pengelompokan inovasi terkait digitalisasi / Grouping innovations related to digitalization</li> <li>Pengukuran ketercapaian KPI dari Transformasi Digital / Measuring the achievement of KPIs from Digital Transformation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Pilar Orang dan Budaya / Pillars of People and Culture                  | <ul style="list-style-type: none"> <li>Penyusunan HC Master Plan yang selaras dengan RJPP / Preparation of HC Master Plan in line with RJPP</li> <li>Penyusunan kajian investasi terhadap peningkatan kapabilitas SDM / Preparation of investment studies on improving HR capabilities</li> <li>Pengelompokan inovasi terkait digitalisasi / Grouping innovations related to digitalization</li> <li>Pengukuran ketercapaian KPI dari Transformasi Digital / Measuring the achievement of KPIs from Digital Transformation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Pilar Produk dan Layanan / Pillars of Product and Services              | Kustomisasi untuk semua layanan, improvement piranti pemodelan dan optimalisasi layanan dengan mengembangkan piranti cerdas pada bisnis Perusahaan yaitu angkutan penumpang, angkutan barang, dan pengusahaan aset / Customization for all services, improvement of modeling devices and optimization of services by developing intelligent devices in the Company's business, namely passenger transportation, freight transportation and asset management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Pilar Teknologi / Pillar of Technology                                  | Penggambaran konektivitas sistem sesuai proses bisnis Perusahaan, Peningkatan teknologi/mesin/sistem cerdas antara lain KAISA based on <i>Robotic Process Automation (RPA)</i> , <i>Boarding system with Face Recognition</i> , <i>Trainguard MT train control system LRT Jabodebek</i> , <i>CCTV Fatigue Locomotif with Video Surveillance as a Service (VSaaS)</i> , <i>Development with Low Code Technology</i> , <i>Enterprise Architecture as Digital Twin Organization</i> / Depiction of system connectivity according to the Company's business processes, Improvement of intelligent technology/machines/systems including KAISA based on <i>Robotic Process Automation (RPA)</i> , <i>Boarding system with Face Recognition</i> , <i>Trainguard MT train control system LRT Jabodebek</i> , <i>CCTV Fatigue Locomotif with Video Surveillance as a Service (VSaaS)</i> , <i>Development with Low Code Technology</i> , <i>Enterprise Architecture as Digital Twin Organization</i>                                                                                                   |
| Pilar Operasi / Pillar of Operations                                    | <ul style="list-style-type: none"> <li>Peningkatan proses otonom antara lain Optimalisasi verifikasi data PPN Wajib Pungut (WAPU) menggunakan RPA / Improvement of autonomous processes including Optimization of Compulsory VAT Data Verification (WAPU) using RPA</li> <li>Optimalisasi laporan kinerja bulanan IT menggunakan RPA, Boarding system by Face Recognition, Marketing Automation menggunakan Insider Growth Management Platform / Optimization of monthly IT performance reports using RPA, Boarding system by Face Recognition, Marketing Automation using Insider Growth Management Platform</li> <li>Penerapan prescriptive maintenance yaitu Integrated Maintenance and Asset Management (IMAM) Sistem Perawatan Sarana LRT Jabodebek / Implementation of prescriptive maintenance, namely Integrated Maintenance and Asset Management (IMAM) Jabodebek LRT Facility Maintenance System</li> <li>Teknologi Informasi juga memberikan dukungan penuh terhadap Transformasi Digital / Information Technology also provides full support for Digital Transformation</li> </ul> |

Teknologi Informasi juga memberikan dukungan penuh terhadap Transformasi Digital, melalui program strategis Teknologi Informasi sesuai dengan Master Plan Teknologi Informasi 2020-2024 serta penyediaan infrastruktur teknologi informasi yang mendukung Transformasi Digital.

Information Technology also provides full support for Digital Transformation, through strategic Information Technology programs in accordance with the 2020-2024 Information Technology Master Plan and the provision of information technology infrastructure that supports Digital Transformation.





# Tata Kelola Perusahaan

Good Corporate Governance





# Tata Kelola Perusahaan

*Good Corporate Governance*



## Tata Kelola Perusahaan Yang Baik

*Good Corporate Governance*

Sebagai entitas Badan Usaha Milik Negara (BUMN), KAI memahami pentingnya pencapaian pertumbuhan bisnis yang sehat dan berkelanjutan. KAI berkomitmen melaksanakan pengelolaan aktivitas operasional dan bisnis sesuai praktik-praktik terbaik (*best practices*) penerapan prinsip-prinsip tata kelola yang baik (*Good Corporate Governance/GCG*). KAI berharap dapat tumbuh sebagai operator transportasi berstandar internasional, seiring pengelolaan hubungan baik dengan segenap pemangku kepentingan sebagai aspek fundamental bagi Perseroan.

Dalam implementasinya, KAI menerapkan GCG sebagai bagian yang tidak terpisahkan dari penerapan *Core Values* AKHLAK sesuai Surat Edaran Menteri BUMN Nomor SE-7/MBU/07/2020 mencakup Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif. Penerapan GCG KAI dilaksanakan searah dengan pencapaian visi Perseroan untuk tumbuh sebagai solusi ekosistem transportasi terbaik untuk Indonesia. Implementasi GCG KAI memiliki orientasi jangka panjang berupa penciptaan nilai tambah bagi seluruh unsur pemangku kepentingan mencakup pelanggan, pemegang saham, regulator, pekerja, mitra usaha, hingga masyarakat secara luas.

As a State-Owned Enterprise (BUMN), KAI recognizes the significance of achieving healthy and sustainable business growth. KAI is committed to managing its operational and business activities in accordance with best practices of Good Corporate Governance (GCG). KAI aims to develop into an internationally recognized transportation operator while maintaining strong relationships with all stakeholders, which is a fundamental aspect to the Company's mission.

In practice, KAI integrates GCG as an essential component of its Core Values, AKHLAK, as outlined in the Circular Letter from the Minister of BUMN Number SE-7/MBU/07/2020. These values include Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal, Adaptif (Adaptive), and Kolaboratif (Collaborative). The implementation of KAI's GCG aligns with the company's vision to become the leading transportation ecosystem solution in Indonesia. KAI's commitment to GCG has a long-term focus on creating added value for all stakeholders, including customers, shareholders, regulators, employees, business partners, and the wider community.

## Dasar Penerapan Tata Kelola Perusahaan

*Basis of Good Corporate Governance Implementation*

Penerapan GCG KAI didasarkan pada sejumlah peraturan perundang-undangan yang berlaku yaitu:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN);

The implementation of GCG at KAI is based on several applicable laws and regulations, as follows:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
2. Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises (SOEs);



## Tata Kelola Perusahaan Good Corporate Governance



3. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;

Penerapan GCG KAI juga mengacu kepada praktik-praktik terbaik yang berlaku, mencakup standar penerapan sebagai berikut:

1. Pedoman Umum GCG Indonesia oleh Komite Nasional Kebijakan Governansi (KNKG);
2. ASEAN Corporate Governance Scorecard;

3. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24th, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Law No. 1 of 2025 concerning the Third Amendment to Law No. 19 of 2003 concerning State-Owned Enterprises.

KAI's GCG implementation also refers to applicable best practices, including the following implementation standards:

1. General Guidelines for Indonesian GCG by the National Committee on Governance Policy (KNKG)
2. ASEAN Corporate Governance Scorecard;

3. Pedoman tata kelola perusahaan yang ditetapkan melalui Peraturan Otoritas Jasa Keuangan (POJK) dan Surat Edaran Peraturan Otoritas Jasa Keuangan (SEOJK);
4. Pedoman tata kelola perusahaan yang ditetapkan oleh Badan Usaha Milik Negara dan yang relevan dengan bisnis usaha.
5. Prinsip *Environmental, Sustainability, dan Governance* atau ESG.

3. Corporate governance guidelines established through Financial Services Authority Regulations (POJK) and Financial Services Authority Circular Letters (SEOJK);
4. Corporate governance guidelines established by State-Owned Enterprises and relevant to business activities.
5. Environmental, Sustainability, and Governance (ESG) Principles.

## Mekanisme Tata Kelola Perusahaan

### *Corporate Governance Mechanism*

KAI menerapkan tata kelola perusahaan melalui mekanisme yang terdiri atas 2 (dua) komponen utama, yaitu struktur dan *soft-structure*. Struktur tata kelola KAI terdiri dari sejumlah organ utama dan pendukung, sedangkan *soft-structure* tata kelola KAI terdiri atas sejumlah peraturan internal yang berlaku sebagai acuan penerapan GCG bagi masing-masing organ di dalam struktur tata kelola.

Implementasi tata kelola menggunakan sistem *Two-Tier*, dimana terdapat pemisahan fungsi manajemen yang dijalankan oleh Direksi dan fungsi pengawasan yang dijalankan oleh Dewan Komisaris. Hal tersebut telah sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

Mekanisme tata kelola KAI diterapkan sebagai upaya berkelanjutan dalam rangka menghasilkan *governance outcome* bagi seluruh pemangku kepentingan, dengan *core values* AKHLAK dan empat pilar governansi Indonesia yaitu ETAK (Etika, Transparansi, Akuntabilitas dan Keberlanjutan) yang berlaku sebagai landasan.

KAI implements corporate governance through a mechanism consisting of 2 (two) main components, namely structure and soft-structure. KAI's governance structure consists of a number of main and supporting organs; while soft-structure KAI's governance consists of a number of internal regulations that apply as a reference for implementing GCG for each organ in the governance structure.

The implementation of governance uses a Two-Tier system, where there is a separation of management functions carried out by the Board of Directors and supervisory functions carried out by the Board of Commissioners. This is in accordance with Law No. 40 of 2007 concerning Limited Liability Companies.

The KAI governance mechanism is implemented as a sustainable effort in order to produce governance outcomes for all stakeholders, with core values AKHLAK and four pillars of the Indonesian Governance ETAK (Ethics, Transparency, Accountability, and Sustainability) serving as the foundation.

### Pilar ETAK dalam PUGKI 2021

| Etika / Ethics | Transparansi / Transparency | Akuntabilitas / Accountability | Keberlanjutan / Sustainability |
|----------------|-----------------------------|--------------------------------|--------------------------------|
|----------------|-----------------------------|--------------------------------|--------------------------------|

### Pillars of ETAK in PUGKI 2021

#### ORGAN UTAMA RUPS, DEWAN KOMISARIS, DAN DIREKSI

**Organ Pendukung:** Sekretaris Dewan Komisaris, Komite Dewan Komisaris (Komite Audit, Komite Pemantau Manajemen Risiko, Komite Nominasi dan Remunerasi), Sekretaris Perusahaan, Satuan Pengawas Internal.

**Pemangku Kepentingan:** Pemangku Kepentingan yang merasakan asas manfaat atau kepentingan atas berjalannya roda bisnis perusahaan (Pemegang Saham, masyarakat, pekerja, mitra, Pemerintah).

#### GMS, BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MAIN ORGANS

**Supporting Organs:** Secretary of The Board of Commissioners, Board of Commissioners Committee (Audit Committee, Risk Management Monitoring Committee, Nomination and Remuneration Committee), Corporate Secretary, Internal Audit Unit.

**Stakeholders:** Stakeholders who benefit from the principle of interest in the Company's business include shareholders, the community, workers, partners, and the government.



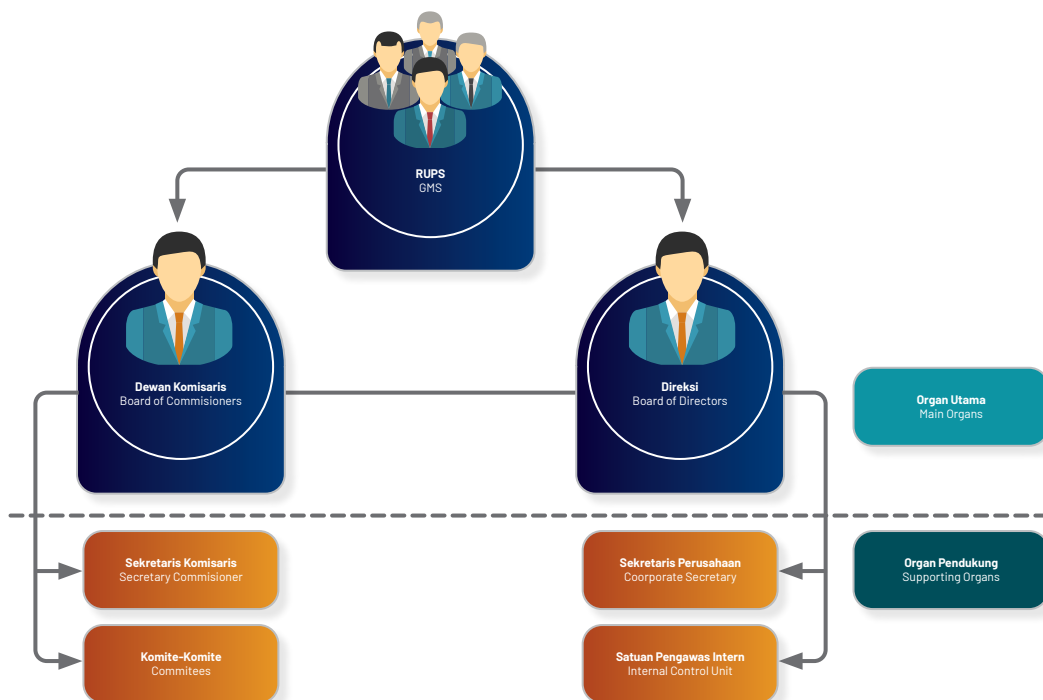


### STRUKTUR TATA KELOLA PERUSAHAAN [GRI 2-9]

Struktur tata kelola KAI terdiri atas sejumlah organ utama dan pendukung GCG. Organ-organ utama di dalam struktur tata kelola KAI terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Adapun, organ-organ pendukung terdiri dari Sekretaris Dewan Komisaris, Sekretaris Perusahaan, Komite-Komite, serta Satuan Pengawas Internal.

### CORPORATE GOVERNANCE STRUCTURE [GRI 2-9]

KAI's governance structure consists of a number of main and supporting GCG organs. The main organs in KAI's governance structure consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. Meanwhile, the supporting organs consist of the Commissioner's Secretary, Corporate Secretary, Committees and Internal Audit Unit.



Dewan Komisaris dan Direksi memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam Anggaran Dasar dan peraturan perundang-undangan. Komite-komite yang mendukung tugas Dewan Komisaris diketuai oleh anggota Dewan Komisaris. Adapun komite-komite pendukung Direksi telah dipastikan tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali, serta bukan bagian dari pemegang saham Perseroan. Sebagai organ pendukung Direksi, komite-komite tersebut secara khusus memiliki tugas dan tanggung jawab untuk melaksanakan hal-hal yang diperlukan oleh Direksi dalam pelaksanaan sistem manajemen kinerja pekerja Perseroan.

Direksi merupakan pejabat eksekutif senior dan Direktur Utama merupakan pejabat eksekutif tertinggi yang bertanggungjawab atas pengelolaan Perseroan. KAI telah memiliki sejumlah kebijakan mengenai pengelolaan potensi konflik kepentingan yang tertuang di dalam Peraturan Direksi No. PER.U/KC.202/XII/1/KA-2020 tentang Pedoman Tata Kelola Perusahaan yang Baik. Penjelasan mengenai hal ini terdapat pada Pengelolaan Potensi Benturan Kepentingan dalam bab ini. **[GRI 2-11]**

#### SOFT-STRUCTURE TATA KELOLA PERUSAHAAN

*Soft-structure* tata kelola KAI terdiri atas sejumlah peraturan internal yang berlaku sebagai acuan bagi masing-masing organ di dalam struktur tata kelola. *Soft-structure* tata kelola KAI meliputi:

1. Anggaran Dasar PT Kereta Api Indonesia (Persero);
2. *Board Manual* No. 04/CH/KOM/III/2017 dan KEP. U/KO.101/III/15/KA-2017 tentang Panduan Tata Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Kereta Api Indonesia (Persero);
3. Pedoman Tata Kelola Perusahaan yang Baik diatur dalam Peraturan Direksi PER.U/KC.202/XII/L/KA2020 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*);
4. Pedoman Perilaku diatur dalam Peraturan Direksi No. PER.U/KC.202/II/1/KA-2022 tentang Pedoman Perilaku di PT Kereta Api Indonesia (Persero);
5. Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 tentang Pedoman Penanganan Pengaduan (*Whistleblowing System*);
6. Pedoman Pengelolaan *Whistleblowing System* diatur dalam Peraturan Direksi No. PER.U/KL.104/XI/II/KA-2020 tentang Pedoman Penanganan Pengaduan (*Whistleblowing System*);

The Board of Commissioners and the Board of Directors have clear authorities and responsibilities as defined by the Articles of Association and applicable laws and regulations. Committees that assist the Board of Commissioners are chaired by its members. In contrast, the committees that support the Board of Directors are confirmed to have no affiliations with members of either the Board of Directors or the Board of Commissioners, nor with controlling shareholders, and they do not hold shares in the Company. These committees function as supporting bodies for the Board of Directors, specifically tasked with executing activities required by the Board in managing the Company's employee performance management system.

The Board of Directors serves as the senior executive body, with the President Director acting as the highest-ranking executive responsible for the Company's management. KAI has established several policies to manage potential conflicts of interest, as outlined in the Board of Directors Regulation No. PER.U/KC.202/XII/1/KA-2020, which provides guidelines for Good Corporate Governance. Further details can be found in the section on the Management of Potential Conflict-of-Interest within this chapter. **[GRI 2-11]**

#### GOOD CORPORATE GOVERNANCE SOFT-STRUCTURE

KAI's *soft-structure* governance consists of a number of internal regulations that serve as a reference for each organ in the governance structure. KAI's *soft-structure* governance includes:

1. Articles of Association of PT Kereta Api Indonesia (Persero);
2. Board Manual No. 04/CH/KOM/III/2017 and KEP. U/KO.101/III/15/KA-2017 concerning the Work Guidelines for the Board of Commissioners and Board of Directors (*Board Manual*) of PT Kereta Api Indonesia (Persero);
3. Guidelines for Good Corporate Governance regulated by the Board of Directors' Regulation PER.U/KC.202/XII/L/KA2020 on Guidelines for Good Corporate Governance (GCG);
4. Code of Conduct regulated by the Board of Directors' Regulation No. PER.U/KC.202/II/1/KA-2022 on the Code of Conduct at PT Kereta Api Indonesia (Persero);
5. Regulations of the Board of Directors of PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 concerning the Guidelines of Whistleblowing System;
6. Whistleblowing System Management Guidelines regulated by the Directors' Regulation No. PER.U/KL.104/XI/II/KA-2020 on Whistleblowing System Guidelines;

7. Pedoman Manajemen Risiko diatur dalam Peraturan Direksi No. PER.U/KL.104/I/1/KA-2021 tentang Pedoman Penerapan Manajemen Risiko Terpadu (*Enterprise Risk Management*);
8. Pedoman Sistem Informasi Perusahaan diatur dalam Keputusan Direksi PT Kereta Api Indonesia (Persero) No. KEP.U/OT.003/IX/4/KA-2011 tentang Kebijakan Umum Tata Kelola Teknologi Informasi (*IT Governance*) dan Keputusan Direksi No. KEP.U/KK.101/VIII/1/KA2016 tentang Kebijakan dan Prosedur Teknologi Informasi;
9. Pedoman SPI diatur dalam Keputusan Direksi No. KEP.U/PS.106/V/3/KA-2014 tentang Pedoman Pengelolaan Satuan Pengawasan Internal; dan
10. Peraturan internal yang terkait.

7. Risk Management Guidelines regulated by the Board of Directors' Regulation No. PER.U/KL.104/I/1/KA2021 on Integrated Risk Management (*Enterprise Risk Management*) Guidelines;
8. Company Information System Guidelines regulated by the Board of Directors' Decree of PT Kereta Api Indonesia (Persero) No. KEP.U/OT.003/IX/4/KA-2011 on General Policy of IT Governance and Directors' Decree No. KEP.U/KK.101/VIII/1/KA-2016 on IT Policies and Procedures;
9. Internal Audit Unit Guidelines regulated by the Directors' Decree Number: KEP.U/PS.106/V/3/KA-2014 on Internal Audit Unit Management Guidelines; and
10. Related internal regulations

## Rapat Umum Pemegang Saham

### *General Meeting Of Shareholders*

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi di dalam struktur tata kelola Perseroan. Atas hal itu, RUPS memiliki kewenangan yang tidak diberikan kepada Dewan Komisaris ataupun Direksi, dengan batas-batas yang ditetapkan di dalam Undang-Undang ataupun Anggaran Dasar. RUPS sekaligus merupakan forum bagi pemegang saham untuk menyalurkan hak dalam mendapatkan informasi terkait KAI oleh Dewan Komisaris ataupun Direksi, sesuai pemenuhan kepentingan Perseroan. **[GRI 2-11]**

### PEMEGANG SAHAM

Pemegang saham utama dan pengendali KAI adalah Pemerintah Republik Indonesia, hal ini dikarenakan KAI merupakan Badan Usaha Milik Negara (BUMN) yang 100% sahamnya milik negara.

### WEWENANG RUPS

Berdasarkan peraturan perundang-undangan dan Anggaran Dasar Perseroan, RUPS memiliki sejumlah kewenangan, antara lain:

1. Melakukan pengangkatan dan pemberhentian Direksi dan Dewan Komisaris;
2. Memberikan keputusan yang diperlukan untuk menjaga kepentingan usaha Perseroan dalam jangka panjang dan jangka pendek sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan;
3. Memberikan persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan sesuai peraturan perundang-undangan dan Anggaran Dasar Perseroan;
4. Mengambil keputusan melalui proses yang terbuka dan adil serta dapat dipertanggungjawabkan;

The General Meeting of Shareholders (GMS) is the highest organ within the Company's governance structure. Consequently, the GMS possesses authority not granted to the Board of Commissioners or the Board of Directors, within the limits set forth by laws or the Articles of Association. The GMS also serves as a forum for shareholders to exercise their rights in obtaining information about KAI from the Board of Commissioners or the Board of Directors, in accordance with the interests of the Company. **[GRI 2-11]**

### SHAREHOLDERS

The major and controlling shareholder of KAI is the Government of the Republic of Indonesia, as KAI is a State-Owned Enterprise (BUMN) whose shares are 100% owned by the state.

### GMS AUTHORITIES

Based on laws and regulations and the Company's Articles of Association, the GMS has several authorities, including:

1. Appointing and dismissing the Board of Directors and the Board of Commissioners;
2. Making necessary decisions to safeguard the Company's business interests in the long and short term in accordance with laws and regulations and the Company's Articles of Association;
3. Approving the Annual Report, including ratifying the Financial Statements in accordance with laws and regulations and the Company's Articles of Association;
4. Making decisions through a transparent, fair, and accountable process;

5. Melaksanakan Tata Kelola Perusahaan yang Baik sesuai dengan wewenang dan tanggung jawabnya.

### JENIS-JENIS RUPS

Berdasarkan penyelenggaraannya, RUPS terdiri dari 2 (dua) jenis yaitu RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB).

#### RUPS TAHUNAN (RUPST)

RUPS Tahunan (RUPST) diselenggarakan setiap tahun meliputi:

1. RUPS mengenai laporan tahunan dan perhitungan tahunan. Diadakan paling lambat bulan Juni setelah penutupan tahun buku yang bersangkutan. Dalam RUPS Tahunan ini dibahas laporan Direksi mengenai Laporan Tahunan, perhitungan tahunan, keadaan dan jalannya Perseroan, usulan penggunaan laba bersih Perseroan serta hal-hal lain yang perlu persetujuan RUPS demi kepentingan Perseroan.
2. RUPS untuk menyetujui Rencana Kerja dan Anggaran Perusahaan (RKAP). Diadakan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan (tahun anggaran Rencana Kerja dan Anggaran Perseroan yang bersangkutan). Dalam RUPS Tahunan ini dibahas Rancangan Rencana Kerja dan Anggaran Perseroan termasuk Proyeksi Laporan Keuangan, dan hal-hal lain yang perlu persetujuan RUPS untuk kepentingan Perseroan yang belum dicantumkan dalam RKAP.

#### RUPS LUAR BIASA (RUPSLB)

RUPS Luar Biasa (RUPSLB) dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan. Pemanggilan dan penyelenggaraan RUPSLB dilakukan dengan melalui surat tercatat dan/atau dengan iklan dalam surat kabar dengan mencantumkan tanggal, waktu, tempat dan mata acara rapat disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam Rapat Umum Pemegang Saham tersedia di Kantor Perseroan sejak tanggal dilakukan pemanggilan Rapat Umum Pemegang Saham sampai dengan tanggal Rapat Umum Pemegang Saham diadakan.

#### PELAKSANAAN RUPS TAHUNAN

Di tahun 2024, KAI menyelenggarakan RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024 dan RUPST Kinerja Tahun Buku 2023. Informasi RUPST KAI di tahun 2024 adalah sebagai berikut:

5. Implementing Good Corporate Governance in accordance with its authority and responsibilities

### GMS TYPES

Based on its implementation, the GMS consists of 2 (two) types: the Annual GMS (AGMS) and the Extraordinary GMS (EGMS).

#### ANNUAL GMS (AGMS)

Annual GMS (AGMS) is held every year and includes:

1. GMS regarding annual reports and annual calculations. Held no later than June after the close of the relevant financial year. In this Annual GMS, the Directors' report regarding the Annual Report, annual calculations, the condition and running of the Company, proposals for the use of the Company's net profit and other matters that require approval from the GMS are discussed in the Company's interests.
2. GMS to approve the Company's Work Plan and Budget (RKAP). Held no later than 30 (thirty) days after the current fiscal year (the budget year of the Company's Work Plan and Budget concerned). In this Annual GMS, the Company's Draft Work Plan and Budget, including Projected Financial Reports, and other matters that require GMS approval for the Company's interests are discussed which have not been included in the RKAP.

#### EXTRAORDINARY GMS (EGMS)

Extraordinary General Meeting of Shareholders (EGMS) may be held at any time based on the needs for the interests of the Company. The invitation and holding of the EGMS shall be made by registered letter and/or by advertisement in a newspaper stating the date, time, place and agenda of the meeting accompanied by a notification that the materials to be discussed in the General Meeting of Shareholders are available at the Company's Office from the date of the invitation to the General Meeting of Shareholders until the date of the General Meeting of Shareholders.

#### IMPLEMENTATION OF THE ANNUAL GMS

In 2024, KAI conducted its Annual General Meeting of Shareholders (AGMS) to ratify the 2024 Company Work Plan and Budget (RKAP) and to review the performance for the 2023 fiscal year. Details regarding the KAI AGMS in 2024 are as follows:

## RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024

## AGMS for the Ratification of the Company's Work Plan and Budget (RKAP) for 2024

|                                        |                                                   |
|----------------------------------------|---------------------------------------------------|
| <b>Hari dan Tanggal / Day and Date</b> | Senin, 29 Januari 2024 / Monday, January 29, 2024 |
| <b>Waktu / Time</b>                    | 16.10-17.42 WIB                                   |
| <b>Tempat / Place</b>                  | Hotel Aryaduta, Tugu Tani Jakarta                 |

## Rekapitulasi Kehadiran pada RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP)

## Recapitulation of Attendance at the AGMS for the Ratification of the Company's Work Plan and Budget (RKAP)

| No                                                 | Nama / Name                | Jabatan / Position                                                                                                                    | Keterangan / Information                                     |
|----------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Kuasa Pemegang Saham / Shareholders Proxies</b> |                            |                                                                                                                                       |                                                              |
| 1                                                  | Desty Arliani              | Asisten Deputi Bidang Jasa Logistik Kementerian BUMN / Deputy Assistant for Logistics Services of Ministry of State-Owned Enterprises | Hadir / Present                                              |
| <b>Dewan Komisaris / Board of Commissioners</b>    |                            |                                                                                                                                       |                                                              |
| 1                                                  | Said Aqil Siroj            | Komisaris Utama / President Commissioner                                                                                              | Dikuasakan kepada Riza Primadi / Delegated to Riza Primadi   |
| 2                                                  | Riza Primadi               | Komisaris Independen / Independent Commissioner                                                                                       | Hadir / Present                                              |
| 3                                                  | Rochadi                    | Komisaris Independen / Independent Commissioner                                                                                       | Hadir / Present                                              |
| 4                                                  | Chairul Anwar              | Komisaris / Commissioner                                                                                                              | Hadir / Present                                              |
| 5                                                  | Diah Natalisa              | Komisaris / Commissioner                                                                                                              | Dikuasakan kepada Chairul Anwar / Delegated to Chairul Anwar |
| 6                                                  | Endang Tirtana             | Komisaris Independen / Independent Commissioner                                                                                       | Hadir / Present                                              |
| 7                                                  | Sri Paduka Mengkoenagoro X | Komisaris / Commissioner                                                                                                              | Dikuasakan kepada Rochadi / Delegated to Rochadi             |
| 8                                                  | Johan Sirait               | Komisaris Independen / Independent Commissioner                                                                                       | Hadir / Present                                              |
| 9                                                  | M Risal Wasal              | Komisaris / Commissioner                                                                                                              | Hadir / Present                                              |
| <b>Direksi / Board of Directors</b>                |                            |                                                                                                                                       |                                                              |
| 1                                                  | Didiek Hartantyo           | Direktur Utama / President Director                                                                                                   | Hadir / Present                                              |
| 2                                                  | Salusra Wijaya             | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                             | Hadir / Present                                              |
| 3                                                  | Hadis Surya Palapa         | Direktur Niaga / Managing Director of Commerce                                                                                        | Hadir / Present                                              |
| 4                                                  | Awan Hermawan Purwadinata  | Direktur Operasi / Managing Director of Operation                                                                                     | Hadir / Present                                              |
| 5                                                  | Heru Kuswanto              | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                                  | Hadir / Present                                              |
| 6                                                  | John Robertho              | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management          | Hadir / Present                                              |
| 7                                                  | Sandry Pasambuna*          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                          | Hadir / Present                                              |
|                                                    | Dadan Rudiansyah           | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                          | Hadir / Present                                              |
| 8                                                  | Suparno*                   | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                          | Hadir / Present                                              |
| 9                                                  | Rosma Handayani            | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                          | Hadir / Present                                              |
| 10                                                 | Rudi As Aturridha          | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations                   | Hadir / Present                                              |



**Keputusan RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Realisasinya**

Keputusan dan Realisasi RUPS Tahunan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 dituangkan dalam Berita Acara RUPS PT Kereta Api Indonesia (Persero) tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024. Keputusan dan realisasi dari masing-masing keputusan pada RUPS Tahunan RKAP Tahun 2024 adalah sebagai berikut:

**AGMS Resolution for the Ratification of the Company's Work Plan and Budget (RKAP) for 2024 and its Realization**

The resolutions and realization of the Annual GMS for the Ratification of the Company's Work Plan and Budget for 2024 are stated in the Minutes of the GMS of PT Kereta Api Indonesia (Persero) concerning Ratification of the Company's Work Plan and Budget (RKAP) for 2024. The resolutions and realization of each decision at the 2024 RKAP Annual GMS are as follows:

| Agenda Pertama / First Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja Anggaran Dewan Komisaris PT Kereta Api Indonesia (Persero) Tahun 2024. / Ratification of the 2024 Company Work Plan and Budget (RKAP) and the 2024 Board of Commissioners' Work Plan and Budget of PT Kereta Api Indonesia (Persero).                                                                                                                                                                                                                                                                                                      |                                                |
| <b>Keputusan / Resolution:</b><br>Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja Anggaran Dewan Komisaris PT Kereta Api Indonesia (Persero) Tahun 2024. Adapun pokok-pokok RKAP 2024 adalah sebagai berikut: / Ratifying the 2024 Company Work Plan and Budget (RKAP) and the 2024 Board of Commissioners' Work Plan and Budget of PT Kereta Api Indonesia (Persero). The main points of the 2024 RKAP are as follows:                                                                                                                                                                   |                                                |
| Uraian / Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RKAP 2024 (Rp miliar) / 2024 RKAP (Rp billion) |
| <b>Laba (Rugi) Konsolidasi / Consolidated Profit (Loss)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                |
| Pendapatan (di luar konstruksi) / Income (excluding construction)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 33.162                                         |
| Laba Usaha / Operating Profit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 5.590                                          |
| EBITDA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 6.356                                          |
| Laba Bersih / Net Profit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1.216                                          |
| Laba Bersih (Atribusi Induk) / Net Profit (Attributable to Parent)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1.205                                          |
| Total Aset / Total Assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 94.950                                         |
| Ekuitas / Equity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 35.210                                         |
| Liabilitas / Liabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 59.739                                         |
| Interest-Bearing Debt                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 46.469                                         |
| Net Operating Cash Flow                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3.511                                          |
| Capital Expenditure (Capex)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 16.048                                         |
| <b>Agenda Kedua / Second Agenda</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                |
| Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial (RKAPTJSL) Tahun 2024 PT Kereta Api Indonesia (Persero). / Ratification of the 2024 Work Plan and Budget for the Social and Environmental Responsibility Program (RKAPTJSL) of PT Kereta Api Indonesia (Persero).                                                                                                                                                                                                                                                                                                                                             |                                                |
| <b>Keputusan / Resolution:</b><br>Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2024 PT Kereta Api Indonesia (Persero), dengan Total Program Pendanaan <i>Community Involvement &amp; Development</i> (CID) Non PUMK sebesar Rp19,38 miliar dan dana Dana PUMK sebesar Rp3,5 miliar. / Ratifying the 2024 Work Plan and Budget for the Social and Environmental Responsibility Program (RKAPTJSL) of PT Kereta Api Indonesia (Persero), with a total Community Involvement & Development (CID) Non-PUMK Funding Program of Rp19.38 billion and PUMK Funds of Rp3.5 billion. |                                                |
| <b>Agenda Ketiga / Third Agenda</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                |
| Penetapan Kontrak Manajemen Tahunan yang memuat Target <i>Key Performance Indicators</i> (KPI) Direksi secara kolegal dan Dewan Komisaris Tahun 2024 / Establishment of the Annual Management Contract, including Targets of Key Performance Indicators (KPIs) of the Board of Directors collegially and the Board of Commissioners in 2024.                                                                                                                                                                                                                                                                                      |                                                |
| <b>Keputusan / Resolution:</b><br>Menetapkan Kontrak Manajemen Tahunan yang memuat target <i>Key Performance Indicators</i> (KPI) Direksi secara kolegal tahun 2024 dan Dewan Komisaris tahun 2024. / Establishing an Annual Management Contract, including targets of Key Performance Indicators (KPIs) of the Board of Directors collegially in 2024 and the Board of Commissioners in 2024.                                                                                                                                                                                                                                    |                                                |

**Agenda Keempat / Fourth Agenda**

Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. / Approval of the delegation of authority to the Board of Commissioners to grant approval if there are actions resulting in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program, as long as it does not change the total investment value.

**Keputusan / Resolution:**

Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. / Approving the delegation of authority to the Board of Commissioners to grant approval if there are actions resulting in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program, as long as it does not change the total investment value.

**Agenda Kelima / Fifth Agenda**

Persetujuan rencana penugasan khusus PT Kereta Api Indonesia (Persero) Tahun 2024 dalam rangka: / Approval of the special assignment plan of PT Kereta Api Indonesia (Persero) in 2024, in the context of:

- Penyelenggaraan kewajiban pelayanan publik (*Public Service Obligation*) angkutan kereta api; / Implementation of Public Service Obligations for railway transportation;
- Penyelenggaraan angkutan perintis perkeretaapian; / Implementation of pioneer railway transportation;
- Penyelenggaraan perawatan dan pengoperasian prasarana perkeretaapian milik negara; dan / Implementation of maintenance and operation of state-owned railway infrastructure; and
- Penyelenggaraan Kereta Api Ringan/Light Rail Transit- terintegrasi di wilayah Jakarta, Bogor, Depok, dan Bekasi. Sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. / Implementation of Light Rail Transit - integrated in the areas of Jakarta, Bogor, Depok, and Bekasi. In accordance with the provisions of applicable laws and regulations.

**Keputusan / Resolution:**

Persetujuan tersebut dengan tetap memperhatikan ketentuan Pasal 66 Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan ketentuan peraturan perundang-undangan lainnya yang berlaku, yang mengatur bahwa apabila penugasan tersebut secara finansial tidak fisibel, Pemerintah harus memberikan kompensasi atas semua biaya yang telah dikeluarkan oleh BUMN, termasuk margin yang diharapkan sepanjang dalam tingkat kewajaran sesuai dengan penugasan yang diberikan. / The approval is subject to the provisions of Article 66 of Law Number 19 of 2003 concerning State-Owned Enterprises and other applicable laws and regulations, stipulating that the Government must provide compensation for all costs incurred by the State-Owned Enterprises if the assignment is financially infeasible, including the expected margin, as long as it is within a reasonable level under the assignment given.

**Arahan RUPST****AGMS Directions**

| No | Arahan / Instructions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Tindak Lanjut / Follow-up |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 1  | Direksi perlu proaktif berkoordinasi dengan <i>stakeholders</i> terkait untuk mengakselerasi perbaikan tata kelola mengenai penyelenggaraan prasarana perkeretaapian (IMO dan TAC) melalui inisiasi Perpres IMO baru dan perubahan PMK 138/2021, termasuk pula perbaikan tata kelola penugasan-penugasan pemerintah kepada PT KAI, sehingga sesuai dengan ketentuan perundang-undangan yang berlaku. / The Board of Directors needs to proactively coordinate with relevant stakeholders to accelerate improvements in governance regarding the railway infrastructure implementation (IMO and TAC) through the initiation of a new IMO Presidential Regulation and amendments to PMK 138/2021, including improvements in governance of government assignments to PT KAI, ensuring that they are in accordance with applicable laws and regulations.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Terealisasi / Realized    |
| 2  | Atas pengadaan sarana KRL untuk PT KCI, yang terdiri dari 24 TS baru produksi PT INKA, 3 (tiga) TS baru impor, dan 19 (sembilan belas) TS <i>retrofit</i> , Direksi agar memastikan <i>timeline</i> sesuai dengan perencanaan dan kebutuhan pendanaan dapat terpenuhi, baik dari usulan PMN <i>multiyears</i> (PMN TA 2024-2026) maupun sumber dana lainnya. / For the procurement of KRL facilities for PT KCI, consisting of 24 new TS produced by PT INKA, 3 (three) new imported TS, and 19 (nineteen) <i>retrofit</i> TS, the Board of Directors must ensure that the timeline follows the planning and that funding needs can be met, both from the proposed multi-year State Capital Participation (State Capital Participation for the 2024-2026 Fiscal Year) and other sources of funds.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Terealisasi / Realized    |
| 3  | Menjaga dan memelihara keandalan sarana dan prasarana perkeretaapian, serta peningkatan kompetensi SDM, untuk menjamin keamanan dan keselamatan perjalanan kereta api. / Maintaining and preserving the reliability of railway facilities and infrastructure, as well as improving the Human Capital competence, to ensure the safety and security of train travel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Terealisasi / Realized    |
| 4  | Direksi perlu menyusun kajian langkah-langkah pemenuhan <i>Cash Deficiency Support</i> Proyek KCJB, termasuk namun tidak terbatas pada restrukturisasi keuangan PT KCIC. / The Board of Directors needs to prepare a study of steps to fulfill the Cash Deficiency Support for the Jakarta-Bandung High-Speed Rail Project, including but not limited to the financial restructuring of PT KCIC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Terealisasi / Realized    |
| 5  | Segera mengkaji dan menyusun rencana penggunaan potensi sisa dana PMN TA 2021 untuk Proyek LRT Jabodebek dengan memperhatikan perkembangan pengoperasian LRT Jabodebek. / Immediately reviewing and preparing a plan for the use of the potential remaining State Capital Participation funds for the 2021 Fiscal Year for the Jabodebek LRT Project by taking into account the Jabodebek LRT operation development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Terealisasi / Realized    |
| 6  | Mendukung implementasi inisiatif program Sinergi dan Integrasi Logistik Ekosistem BUMN dengan melakukan integrasi layanan KAI Group dengan BUMN <i>Logistic Service Provider</i> lainnya sehingga dapat mengoptimalkan angkutan barang. / Supporting the implementation of the BUMN Ecosystem Logistics Synergy and Integration program initiative by integrating KAI Group services with other BUMN Logistic Service Providers to ensure the optimization of freight transportation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Terealisasi / Realized    |
| 7  | Surat Menteri BUMN No: 491/MBU/09/2023 tanggal 29-09-2023 perihal Aspirasi Pemegang Saham untuk Penyusunan RKAP Tahun 2024, Buku RKAP 2024, surat Dewan Komisaris Nomor: 08/CF/KOM//2024 tanggal 19-01-2024 perihal Tanggapan dan Saran Dewan Komisaris atas Usulan RKAP Tahun 2024 (dua ribu dua puluh empat), <i>Key Performance Indicators</i> (KPI) yang tertuang dalam Kontrak Manajemen dan KPI Dewan Komisaris, serta Risalah Rapat TJSL Nomor: RIS-30/DSI.MBU.B/12/2023 merupakan bagian yang tidak terpisah dari keputusan RUPS dan agar mendapat perhatian serius serta ditindaklanjuti. / Letter of the Minister of State-Owned Enterprises No: 491/MBU/09/2023 dated 29-09-2023 concerning Shareholders' Aspirations for the Preparation of the 2024 RKAP, the 2024 RKAP Book, letter of the Board of Commissioners Number: 08/CF/KOM/2024 dated 19-01-2024 concerning the Response and Suggestions of the Board of Commissioners on the Proposed RKAP for 2024 (two thousand twenty four), Key Performance Indicators (KPIs) contained in the Management Contract and KPIs of the Board of Commissioners, as well as the Minutes of the TJSL Meeting Number: RIS-30/DSI.MBU.B/12/2023 are an inseparable part of the GMS decision and must receive serious attention and be followed up. | Terealisasi / Realized    |

**RUPST Kinerja Tahun Buku 2023**

**AGMS on the 2023 Fiscal Year Performance**

|                                        |                                             |
|----------------------------------------|---------------------------------------------|
| <b>Hari dan Tanggal / Day and Date</b> | Jumat, 28 Juni 2024 / Friday, June 28, 2024 |
| <b>Waktu / Time</b>                    | 15.02-16.45 WIB                             |
| <b>Tempat / Place</b>                  | Hotel Borobudur Jakarta                     |

**Rekapitulasi Kehadiran pada RUPST Kinerja PT Kereta Api Indonesia (Persero) Tahun Buku 2023**

**Recapitulation of Attendance at the AGMS Performance of PT Kereta Api Indonesia (Persero) for the 2023 Fiscal Year**

| No                                                 | Nama / Name                | Jabatan / Position                                                                                                                    | Keterangan / Information                                     |
|----------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Kuasa Pemegang Saham / Shareholders Proxies</b> |                            |                                                                                                                                       |                                                              |
| 1                                                  | Desty Arliani              | Asisten Deputi Bidang Jasa Logistik Kementerian BUMN / Deputy Assistant for Logistics Services of Ministry of State-Owned Enterprises | Hadir / Present                                              |
| <b>Dewan Komisaris / Board of Commissioners</b>    |                            |                                                                                                                                       |                                                              |
| 1                                                  | Said Aqil Siroj            | Komisaris Utama / President Commissioner                                                                                              | Dikuasakan kepada Rochadi / Delegated to Rochadi             |
| 2                                                  | Rochadi                    | Komisaris Independen / Independent Commissioner                                                                                       | Hadir / Present                                              |
| 3                                                  | Chairul Anwar              | Komisaris / Commissioner                                                                                                              | Hadir / Present                                              |
| 4                                                  | Diah Natalisa              | Komisaris / Commissioner                                                                                                              | Hadir / Present                                              |
| 5                                                  | Endang Tirtana             | Komisaris Independen / Independent Commissioner                                                                                       | Hadir / Present                                              |
| 6                                                  | Sri Paduka Mengkoenagoro X | Komisaris / Commissioner                                                                                                              | Dikuasakan kepada Diah Natalisa / Delegated to Diah Natalisa |
| 7                                                  | Johan Sirait               | Komisaris Independen / Independent Commissioner                                                                                       | Dikuasakan kepada Rochadi / Delegated to Rochadi             |
| 8                                                  | M Risal Wasal              | Komisaris / Commissioner                                                                                                              | Dikuasakan kepada Chairul Anwar / Delegated to Chairul Anwar |
| 9                                                  | Elen Setiadi               | Komisaris / Commissioner                                                                                                              | Dikuasakan kepada Chairul Anwar / Delegated to Chairul Anwar |
| <b>Direksi / Board of Directors</b>                |                            |                                                                                                                                       |                                                              |
| 1                                                  | Didiek Hartantyo           | Direktur Utama / President Director                                                                                                   | Hadir / Present                                              |
| 2                                                  | Salusra Wijaya             | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                             | Hadir / Present                                              |
| 3                                                  | Awan Hermawan Purwadinata  | Direktur Operasi / Managing Director of Operation                                                                                     | Hadir / Present                                              |
| 4                                                  | John Robertho              | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management          | Hadir / Present                                              |
| 5                                                  | Heru Kuswanto              | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                                  | Hadir / Present                                              |
| 6                                                  | Dadan Rudiansyah           | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                          | Hadir / Present                                              |
| 7                                                  | Rosma Handayani            | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                          | Hadir / Present                                              |
| 8                                                  | Hadis Surya Palapa         | Direktur Niaga / Managing Director of Commerce                                                                                        | Hadir / Present                                              |
| 9                                                  | Rudi As Aturridha          | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations                   | Hadir / Present                                              |

**Keputusan RUPST Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 serta Realisasinya**

Keputusan dan Realisasi RUPS Tahunan Kinerja PT Kereta Api Indonesia (Persero) Tahun Buku 2023 telah dituangkan dalam Berita Acara RUPS PT Kereta Api Indonesia (Persero) tentang Kinerja Tahun 2023. Keputusan dan realisasi dari masing-masing keputusan pada RUPS Tahunan Kinerja PT Kereta Api Indonesia (Persero).

**The AGMS Decision on the Approval of the 2023 Company Work Plan and Budget (RKAP) and its Implementation**

The resolutions and realization of the Annual GMS of PT Kereta Api Indonesia (Persero) Performance for the 2023 Fiscal Year were stated in the Minutes of the General Meeting of Shareholders of PT Kereta Api Indonesia (Persero) regarding the 2023 Performance. The resolutions and realization of each decision at the Annual GMS of PT Kereta Api Indonesia (Persero).

**Agenda Pertama / First Agenda**

Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2023, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2023. / Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Tasks Report and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year, as well as granting full repayment and release of liability (volledig acquit et de charge) to the Board of Directors for the Company's Management Actions and the Board of Commissioners for the Company's Supervisory Actions that have been carried out during the 2023 Fiscal Year.

**Keputusan / Resolution:**

1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku yang berakhir pada 31 Desember 2023. / Approving the Company's Annual Report, including the Board of Commissioners' Supervisory Duties Report for the Fiscal Year ending on December 31, 2023.
2. Mengesahkan: / Ratifying:
  - Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, & Rekan sesuai laporannya Nomor. 00823/2.1030/AU.1/06/0645-2/1/VI/2024 tanggal 18 Juni 2024 dengan opini "wajar, dalam semua hal yang material". / The Company's Consolidated Financial Statements for the 2023 Fiscal Year ending on December 31, 2023, which has been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan as published in their report Number 00823/2.1030/AU.1/06/0645-2/1/VI/2024 dated June 18, 2024, with an opinion of "fair, in all material respects".
  - Laporan Keuangan Program PUMK untuk Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, & Rekan sesuai Laporan Nomor: 00736/2.1030/AU.2/12/0645-2/0/IV/2024 tanggal 22 April 2024 dengan opini "wajar, dalam semua hal yang material" / Financial Statements of PUMK Program for the 2023 Fiscal Year ending on December 31, 2023, which has been audited by Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar, & Rekan according to Report Number: 00736/2.1030/AU.2/12/0645-2/0/IV/2024 dated April 22, 2024, with the opinion of "fair, in all material respects".

**Agenda Kedua / Second Agenda**

Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2023. / Determination of Use of the Company's Net Profit for the 2023 Fiscal Year

**Keputusan / Resolution:**

Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2023 sebesar Rp1.873.921.301.000,00 (satu triliun delapan ratus tujuh puluh tiga miliar sembilan ratus dua puluh satu juta tiga ratus satu ribu Rupiah) / Determining the use of Net Profit Attribution to Owners of the Company's Parent Entity for the 2023 Fiscal Year amounting to Rp1,873,921,301,000.00 (one trillion eight hundred seventy three billion nine hundred twenty one million three hundred and one thousand Rupiah).

**Agenda Ketiga / Third Agenda**

Penetapan remunerasi (gaji/honorarium, fasilitas, dan tunjangan) Tahun 2024 dan Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris Perseroan. / Determination of remuneration (salary/honorarium, facilities, and allowances) for 2024 and Tantiem for the 2023 Fiscal Year for the Company's Board of Directors and Board of Commissioners.

**Keputusan / Resolution:**

Penetapan Tantiem bagi Dewan Komisaris dan Direksi atas kinerja tahun buku 2023, Gaji bagi Direksi, honorarium bagi Dewan Komisaris, berikut fasilitas dan tunjangan untuk tahun buku 2024 akan ditetapkan tersendiri. / The amount of Tantiem for the Board of Commissioners and Board of Directors for the performance of the 2023 fiscal year, Salaries for the Board of Directors, honorarium for the Board of Commissioners, along with facilities and allowances for the 2024 fiscal year will be determined separately.

**Agenda Keempat / Fourth Agenda**

Penunjukan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasi Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2024. / Appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements of the Micro and Small Enterprise Funding Program (PUMK) and Non-PUMK for the 2024 Fiscal Year.

**Keputusan / Resolution:**

1. Menunjuk KAP Amir Abadi Jusuf, Aryanto, Mawar, & Rekan untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Perseroan untuk Tahun Buku 2024 / Appointing KAP Amir Abadi Jusuf, Aryanto, Mawar, & Partners to conduct a general audit of the Company's Consolidated Financial Report for the 2024 Fiscal Year and the Financial Report of the Company's Micro and Small Enterprise (PUMK) and Non-PUMK Funding Programs for the 2024 Fiscal Year.
2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik dan/atau Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan periode lainnya pada Tahun Buku 2024 untuk tujuan dan kepentingan Perseroan / Granting authority and power to the Company's Board of Commissioners to appoint a Public Accounting Firm and/or Public Accountant to audit the Company's Financial Statements for other periods in the 2023 Fiscal Year for the Company's purposes and interests.
3. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut, serta menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar, & Rekan, karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Perseroan, Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan laporan lainnya untuk Tahun Buku 2024 termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut / Granting delegation of authority to the Board of Commissioners to determine the amount of compensation for audit services, increase the scope of work required and other reasonable requirements for the Public Accounting Firm, as well as determine a replacement Public Accounting Firm in the case of the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan, for whatever reason are unable to complete the audit of the Company's Financial Statements, Micro and Reports and Jain reports for the 2024 Fiscal Year, including determining fees for audit services and other requirements for the replacement Public Accounting Firm.

Agenda Kelima / Fifth Agenda

Laporan realisasi penggunaan tambahan dana penyertaan modal negara. / Report on the Realization of Use of Additional State Capital Participation Funds.

**Keputusan / Resolution:**

Menerima Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2021 dan Tahun Anggaran 2022 untuk periode Tahun Buku 2023 dengan ketentuan semua kegiatan dan penggunaan telah sesuai dengan Kajian Bersama PMN dan Peraturan Menteri BUMN Nomor: PER 2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milk Negara, sepanjang tidak ditemukan adanya penyimpangan di kemudian hari. / Receiving the Realization Report on the Use of Additional State Capital Participation Funds (PMN) originating from the the 2021 Fiscal Year and the 2022 Fiscal Year APBN for the 2023 Fiscal Year period provided that all activities and use are in accordance with the PMN Joint Review and Regulation of Minister of State-Owned Enterprises Number: PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, as long as no irregularities are found in the future.

Arahan Pemegang Saham

Shareholder Instructions

| No | Arahan / Instructions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Tindak Lanjut / Follow-up |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 1  | Menjaga ketersediaan alat produksi (sarana) dengan program perawatan dan program investasi sehingga menjamin keandalan angkutan penumpang dan angkutan barang. / Maintaining the availability of production equipment (facilities) with maintenance programs and investment programs to ensure the reliability of passenger and freight transportation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Terealisasi / Realized    |
| 2  | Direksi agar menggali potensi peningkatan kinerja angkutan barang non batubara, baik melalui kolaborasi BUMN dalam sinergi dan integrasi logistik, maupun dengan meningkatkan aktivitas <i>canvassing</i> , termasuk melakukan evaluasi atas penerapan tarif, perhitungan biaya serta integrasi/konektivitasnya agar angkutan KA barang lebih kompetitif. / The Board of Directors should explore the potential for improving the performance of non-coal freight transportation, both through BUMN collaboration in logistics synergy and integration, and by increasing canvassing activities, including evaluating the implementation of tariffs, cost calculations, and integration/connectivity so that freight train transportation is more competitive.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Terealisasi / Realized    |
| 3  | Sejalan dengan diterbitkannya Peraturan Presiden Nomor 33 Tahun 2024, Direksi agar menindaklanjuti penagihan kekurangan pembayaran atas biaya <i>Infrastructure Maintenance and Operation</i> (IMO) dan memastikan agar pemenuhan IMO tahun 2024 dan alokasi APBN untuk IMO tahun 2025 sesuai dengan kebutuhan. / In line with the issuance of Presidential Regulation Number 33 of 2024, the Board of Directors should follow up on the collection of underpayments for Infrastructure Maintenance and Operation (IMO) costs and ensure that the fulfillment of IMO in 2024 and the allocation of the State Budget for IMO in 2025 are in accordance with needs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Terealisasi / Realized    |
| 4  | Proaktif berkoordinasi dengan <i>stakeholders</i> terkait untuk memasikan pengaturan teknis mengenai biaya <i>Track Access Charge</i> (TAC) mengakomodir perhitungan yang wajar dan tidak membebani keuangan PT KAI. Untuk TAC 2024, Direksi agar menyusun mligasi risiko agar isu TAC tidak menghambat penyelesaian audit atas laporan keuangan konsolidasian sebagaimana terjadi pada tahun buku 2022 / Proactively coordinate with relevant stakeholders to ensure that technical arrangements regarding Track Access Charge (TAC) costs accommodate reasonable calculations and do not burden PT KAI's finances. For TAC 2024, the Board of Directors should prepare risk mitigation so that the TAC issue does not hinder the completion of the audit of the consolidated financial statements as occurred in the 2022 fiscal year.                                                                                                                                                                                                                                                                                                                                                                                                             | Terealisasi / Realized    |
| 5  | Sehubungan dengan penempatan cadangan yang ditujukan untuk <i>sinking fund</i> dalam rangka pemenuhan <i>cash deficiency support</i> dan pembayaran pinjaman <i>cost overrun</i> dari China Development Bank, Direksi agar melakukan percepatan penyusunan Operasi Prosedur penggunaan <i>sinking fund</i> dengan berkoordinasi dengan Kementerian Keuangan dan Kementerian BUMN. Pemanfaatan sisa dana PMN TA 2022 untuk <i>buffer</i> penjaminan pemerintah sebagai bagian dari <i>sinking fund</i> agar dilakukan sesuai dengan Peraturan Menteri Keuangan Nomor 89 Tahun 2023. / In connection with the allocation of reserves intended for sinking funds in order to fulfill cash deficiency support and payment of cost overrun loans from China Development Bank, the Board of Directors should accelerate the preparation of the Operating Procedure for the use of sinking funds by coordinating with the Ministry of Finance and the Ministry of State-Owned Enterprises. The use of the remaining funds of the State Capital Participation for the 2022 Fiscal Year for the government guarantee buffer as part of the sinking fund should be carried out in accordance with the Regulation of the Minister of Finance Number 89 of 2023. | Terealisasi / Realized    |
| 6  | Melakukan percepatan penyusunan kajian penggunaan potensi sisa dana PMN TA 2021 untuk Proyek LRT Jabodetabek dengan memperhatikan perkembangan pengoperasian LRT Jabodetabek sampai saat ini dan selanjutnya meminta reviu BPKP terkait rencana perubahan penggunaan PMN dimaksud. Hasil reviu BPKP dimaksud agar dijadikan dasar dalam pengajuan perubahan peruntukan PMN TA 2021 untuk Proyek LRT Jabodetabek sesuai dengan peraturan perundang-undangan yang berlaku. / Accelerating the preparation of a study on the use of potential remaining funds of the State Capital Participation for the 2021 Fiscal Year for the Jabodetabek LRT Project by considering the development of the operation of the Jabodetabek LRT to date and then request a BPKP review regarding the planned change in the use of the State Capital Participation in question. The BPKP review results are intended to be used as a basis for submitting changes to the allocation of State Capital Participation for the 2021 Fiscal Year for the Jabodetabek LRT Project in accordance with applicable laws and regulations.                                                                                                                                         | Terealisasi / Realized    |
| 7  | Menyelesaikan hal-hal yang memerlukan tindak lanjut terkait LRT Jabodetabek, termasuk namun tidak terbatas pada penyelesaian isu keausan sarana/prasarana baik secara jangka pendek, menengah, maupun panjang, sehingga dapat meningkatkan frekuensi perjalanan dan memperkecil <i>headway</i> LRT Jabodetabek. / Resolving matters that require follow-up related to the Jabodetabek LRT, including but not limited to resolving issues of wear and tear on facilities/infrastructure in the short, medium, and long term, so as to increase the frequency of trips and reduce the Jabodetabek LRT headway.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Terealisasi / Realized    |
| 8  | Direksi agar memastikan keselarasan <i>timeline</i> kebutuhan sarana KRL untuk pelayanan di Jabodetabek dengan kajian perencanaan dan kebutuhan pendanaan yang dapat terpenuhi, baik dari usulan PMN multiyears (PMN TA 2024-2026) maupun pinjaman perbankan. / The Board of Directors should ensure the alignment of the timeline for the need for KRL facilities for services in Jabodetabek with the planning study and funding needs that can be met, both from the proposed multi-year State Capital Participation (State Capital Participation for the 2024-2026 Fiscal Year) and bank loans.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Terealisasi / Realized    |
| 9  | Menerapkan mitigasi risiko sebagaimana ditetapkan dalam RKAP, melakukan <i>stress test</i> secara periodik, memantau perubahan daftar risiko utama perusahaan secara berkala termasuk mengidentifikasi risiko baru, serta mengevaluasi efektivitas mitigasi risiko agar risiko perusahaan dapat dikelola dengan baik. / Implementing risk mitigation as stipulated in the RKAP, conduct periodic stress tests, monitor changes to the Company's main risk list periodically, including identifying new risks, and evaluate the effectiveness of risk mitigation so that company risks can be managed properly.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Terealisasi / Realized    |
| 10 | Melakukan pembinaan kepada Anak Perusahaan agar kinerjanya dapat tumbuh dengan baik sehingga akan memberikan kontribusi yang menguntungkan bagi Perusahaan selaku induk usaha. / Providing coaching to Subsidiaries so that their performance can grow well so that it will provide a profitable contribution to the Company as the parent company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Terealisasi / Realized    |
| 11 | Menindaklanjuti dan menyelesaikan secara tuntas setiap temuan, catatan, serta saran/rekomendasi baik dari auditor eksternal (KAP, BPKP, dan BPK RI maupun instansi pengawasan lainnya) maupun auditor internal Perseroan yang belum dinyatakan selesai ditindaklanjuti. Progres tindak lanjut tersebut agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis dan berkala kepada Pemegang Saham. / Following up and completely resolving every finding, note, and suggestion/recommendation from both external auditors (KAP, BPKP, and BPK RI or other supervisory agencies) and the Company's internal auditors that have not been declared complete. The progress of the follow-up should be discussed comprehensively with the Board of Commissioners and reported in writing and periodically to Shareholders.                                                                                                                                                                                                                                                                                                                                                                                                  | Terealisasi / Realized    |



| No | Arahan /<br>Instructions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Tindak Lanjut /<br>Follow-up |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 12 | Menjaga konsistensi dalam melakukan <i>monitoring</i> dan <i>updating</i> data pada Portal BUMN, yaitu Portal Silaba, Portal Human Capital (HC), Portal TJSL, dan Portal Publik. Progres pemutakhiran data dalam portal tersebut agar disampaikan dalam laporan manajemen triwulanan dan laporan tahunan. / Maintaining consistency in monitoring and updating data on the BUMN Portal, namely the Silaba Portal, Human Capital (HC) Portal, TJSL Portal, and Public Portal. The progress of updating data in the portal should be submitted in the quarterly management report and annual report.                                                                                                                                                                                                                                            | Terealisasi /<br>Realized    |
| 13 | Direksi agar menindaklanjuti hal-hal yang menjadi rekomendasi dari Dewan Komisaris PT Kereta Api Indonesia (Persero) sebagaimana tertuang dalam surat Nomor 35/CG/KOM/VI/2024 tanggal 20 Juni 2024. / The Board of Directors must follow up on the recommendations of the Board of Commissioners of PT Kereta Api Indonesia (Persero) as stated in letter Number 35/CG/KOM/VI/2024 dated June 20, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                       | Terealisasi /<br>Realized    |
| 14 | Dewan Komisaris agar meningkatkan pengawasan untuk membantu langkah-langkah Perusahaan agar <i>going concern</i> dapat tetap terjaga dan mampu untuk survive pada setiap kondisi dan secara konsisten melakukan peningkatan pelayanan kepada pelanggan. / The Board of Commissioners must increase supervision to assist the Company's steps so that going concern can be maintained and able to survive in every condition and consistently improve service to customers.                                                                                                                                                                                                                                                                                                                                                                    | Terealisasi /<br>Realized    |
| 15 | Laporan Keuangan, Laporan Keuangan PUMK, Laporan Evaluasi Kinerja, Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Internal yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan, serta tanggapan Dewan Komisaris baik yang dibacakan dalam rapat maupun yang disampaikan secara tertulis – merupakan bagian yang tidak terpisahkan dari Risalah RUPS ini. / Financial Statements, PUMK Financial Statements, Performance Evaluation Reports, Compliance Reports with Legislation and Internal Control that have been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan, as well as the responses of the Board of Commissioners, both those read out in the meeting and those submitted in writing—are an integral part of the Minutes of this GMS. | Terealisasi /<br>Realized    |

### PIHAK INDEPENDEN DALAM PEMUNGUTAN SUARA RUPS

Dalam pelaksanaan RUPS tahun buku 2024, Perusahaan menggunakan pihak independen dalam pemungutan suara.

### INDEPENDENT PARTIES IN GMS VOTING

In the implementation of the 2024 fiscal year GMS, the Company utilizes independent parties in voting.

### PELAKSANAAN RUPS TAHUN BUKU SEBELUMNYA

Seluruh hasil keputusan RUPST Tahun Buku 2023 telah direalisasikan. Sehingga informasi tersebut tidak disajikan kembali dalam Laporan Tahunan ini.

### IMPLEMENTATION OF THE GMS FOR THE PREVIOUS FISCAL YEAR

All resolutions of the 2023 GMS have been implemented. Therefore, this information is not presented in this Annual Report.

## Direksi

*Board of Directors*

Direksi merupakan organ di dalam struktur tata kelola yang memiliki tugas dan tanggung jawab untuk melaksanakan pengelolaan Perseroan. Direksi melaksanakan tugas dan tanggung jawab melalui wewenang yang digunakan semata-mata demi kepentingan Perseroan, sesuai maksud dan tujuan Perseroan. Direksi sekaligus merupakan pihak yang mewakili Perseroan, baik di dalam maupun di luar forum pengadilan.

The Board of Directors is an organ within the governance structure that has the duties and responsibilities to carry out the management of the Company. The Board of Directors carries out its duties and responsibilities through the authority used solely for the benefit of the Company, according to the purposes and objectives of the Company. The Board of Directors is also a representative of the Company, both inside and outside the court.

### TUGAS DAN TANGGUNG JAWAB DIREKSI

Berdasarkan peraturan perundang-undangan dan Anggaran Dasar Perseroan, Direksi memiliki tugas dan tanggung jawab dengan perincian sebagai berikut:

#### Tugas Direksi

- Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, anggaran dasar dan/atau Keputusan RUPS.

### DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

Based on laws and regulations and the Company's Articles of Association, the Board of Directors has duties and responsibilities with the following details:

#### Duties of the Board of Directors

- The Board of Directors is in charge of carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company and representing the Company both inside and outside the court on all matters and all events with restrictions as stipulated in laws and regulations, articles of association and/or GMS Resolution.

2. Direksi harus melaksanakan tugasnya dengan itikad baik untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan, serta memastikan agar Perseroan melaksanakan tanggung jawab sosialnya serta memperhatikan kepentingan dari berbagai pemangku kepentingan sesuai dengan ketentuan peraturan Perundang-Undangan.
  3. Salah seorang anggota Direksi ditunjuk oleh Rapat Direksi sebagai penanggung jawab dalam penerapan dan pemantauan GCG di Perseroan.
  4. Direksi harus menyampaikan informasi mengenai identitas, pekerjaan-pekerjaan utamanya, jabatan Dewan Komisaris di Anak Perusahaan/perusahaan patungan dan/atau perusahaan lain, termasuk rapat-rapat yang dilakukan dalam satu tahun buku (rapat internal maupun rapat gabungan dengan Dewan Komisaris), serta gaji, fasilitas, dan/atau tunjangan lain yang diterima dari Perseroan dan Anak Perusahaan/perusahaan patungan, untuk dimuat dalam Laporan Tahunan Perseroan.
  5. Direksi wajib melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya (istri/suami dan anak-anaknya) pada Perseroan dan perusahaan lain, termasuk setiap perubahannya.
2. The Board of Directors must carry out their duties in good faith for the benefit of the Company and in accordance with the aims and objectives of the Company, and ensure that the Company carries out its social responsibilities and takes into account the interests of various stakeholders in accordance with statutory provisions.
  3. A member of the Board of Directors is appointed by the Board of Directors Meeting as the party in charge of implementing and monitoring GCG in the Company.
  4. The Board of Directors must submit information regarding identity, main duties, positions of the Board of Commissioners in Subsidiaries/joint ventures and/or other companies, including meetings held within one fiscal year (internal meetings and joint meetings with the Board of Commissioners), as well as salaries, facilities, and/or other allowances received from the Company and its Subsidiaries/joint ventures, to be included in the Company's Annual Report.
  5. The Board of Directors must report to the Company regarding their share ownership and/or their families (spouse and their children) in the Company and other companies, including any changes thereto.

### Tanggung Jawab Direksi

1. Direksi merupakan organ Perseroan yang bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar pengadilan sesuai ketentuan Anggaran Dasar.
2. Sifat dari tanggung jawab tersebut adalah tanggung renteng hingga harta pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan Perseroan.
3. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
  - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
  - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;

### Responsibilities of the Board of Directors

1. The Board of Directors is a Company organ that is fully responsible for managing the Company for the interests and objectives of the Company and represents the Company both inside and outside the court in accordance with the provisions of the Articles of Association.
2. This responsibility is a joint responsibility to personal property if the person concerned is guilty or negligent in carrying out his/her duties for the benefit of the Company.
3. Each member of the Board of Directors is fully responsible personally if the person concerned is guilty or neglects to carry out his/her duties for the interests and business of the Company, unless the member of the Board of Directors concerned can prove that:
  - a. The loss is not due to his/her fault or negligence;
  - b. Has carried out management in good faith and with caution for the interests and in accordance with the intent and purpose of the Company;

- c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan kepengurusan yang mengakibatkan kerugian; dan
  - d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut
4. Direksi tidak berwenang mengajukan permohonan pailit atas Perseroan sendiri kepada pengadilan niaga sebelum memperoleh persetujuan RUPS, dengan tidak mengurangi ketentuan sebagaimana diatur dalam Undang-Undang tentang Kepailitan dan Penundaan Kewajiban Pembayaran Utang.
  5. Dalam hal kepailitan terjadi karena kesalahan atau kelalaian Direksi dan harta pailit tidak cukup untuk membayar seluruh kewajiban Perseroan dalam kepailitan tersebut, setiap anggota Direksi secara tanggung renteng bertanggung jawab atas seluruh kewajiban yang tidak terlunasi dari harta pailit tersebut.
  6. Tanggung jawab berlaku juga bagi anggota Direksi yang salah atau lalai yang pernah menjabat sebagai anggota Direksi dalam jangka waktu 5 (lima) tahun sebelum putusan pernyataan pailit diucapkan.
  7. Anggota Direksi tidak bertanggung jawab atas kepailitan Perseroan apabila dapat membuktikan:
    - a. Kepailitan tersebut bukan karena kesalahan atau kelalaiannya;
    - b. Telah melakukan pengurusan dengan itikad baik, kehati-hatian, dan penuh tanggung jawab untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan;
    - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang dilakukan; dan
    - d. Telah mengambil tindakan untuk mencegah terjadinya kepailitan.
  8. Ketentuan berlaku juga bagi Direksi dari Perseroan yang dinyatakan pailit berdasarkan gugatan pihak ketiga.

#### PEMBIDANGAN TUGAS DIREKSI

KAI telah menerapkan pembagian tugas bagi masing-masing fungsi Direktur. Pembidangan tugas Direksi secara umum diatur dalam Board Manual dan secara berkala disesuaikan dengan perkembangan kondisi Perseroan dan pengembangan struktur organisasi sesuai arah kebijakan Perseroan. Berdasarkan Peraturan Direksi KAI No. PER.U/KO.104/III/1/KA-2024 tentang Tugas dan Wewenang Anggota Direksi yang kemudian diturunkan melalui Peraturan Direksi Organisasi dan Tata Laksana masing-masing Direktorat.

- c. Has no conflict of interest, either directly or indirectly, regarding management actions that result in losses; and
  - d. Has taken action to prevent the occurrence or continuation of such losses.
4. The Board of Directors is not authorized to submit bankruptcy requests on behalf of the Company to the commercial court before obtaining approval from the General Meeting of Shareholders, without prejudice to the provisions stipulated in the Law on Bankruptcy and the Suspension of Debt Payment Obligations.
  5. In the event of bankruptcy due to an error or negligence of the Board of Directors and insolvency is not sufficient to pay all the liabilities of the Company in the bankruptcy, each member of the Board of Directors is jointly and severally liable for all liabilities that are not repaid from the bankruptcy.
  6. Responsibilities also apply to members of the Board of Directors for error or negligence while serving as members of the Board of Directors for a term of 5 (five) years before the Resolution to declare bankruptcy was pronounced.
  7. Members of the Board of Directors are not responsible for the bankruptcy of the Company if they can prove that:
    - a. The bankruptcy was not caused by his/her error or negligence;
    - b. The member has conducted management in good faith, prudence, and full responsibility for the benefit of the Company and in accordance with the aims and objectives of the Company;
    - c. The member has no direct or indirect conflict of interest for the management actions taken; and
    - d. The member taken necessary actions to prevent bankruptcy.
  8. The provisions also apply to the Directors of a Company that is declared bankrupt based on a third-party lawsuit.

#### DIVISION OF THE DUTIES OF THE BOARD OF DIRECTORS

KAI has implemented a division of duties for each Director function. The division of duties of the Board of Directors is generally regulated in the Board Manual and is periodically adjusted to the development of the Company's conditions and the development of the organizational structure in accordance with the direction of the Company's policies. Based on KAI Board of Directors Regulation No. PER.U/KO.104/III/1/KA-2024 concerning the Duties and Authorities of Members of the Board of Directors which is then passed down through the Regulation of the Board of Directors of Organization and Governance of each Directorate.

Informasi pembagian tugas Direksi adalah sebagai berikut:

Information on the division of duties of the Board of Directors are as follows:

| Direktur Utama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | President Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Direktur Utama menjalankan kegiatan kepengurusan Perseroan sesuai dengan maksud dan tujuan Perseroan, dan mewakili Perseroan baik di dalam maupun di luar pengadilan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The President Director carries out the Company's management activities in accordance with the Company's aims and objectives, and represents the Company both inside and outside the court.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ol style="list-style-type: none"> <li>Menetapkan kebijakan kepengurusan Perseroan.</li> <li>Menandatangani surat atas nama Direksi kepada RUPS, Dewan Komisaris dan/atau pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi, terhadap hal yang menyangkut hubungan kerja lintas Direktorat.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/Memorandum of Understanding (MoU) antara Perseroan dengan pihak lain dengan lingkup menyangkut tugas dan wewenang beberapa anggota Direksi.</li> <li>Menandatangani perjanjian antara Perseroan dengan pihak lain, dengan lingkup perjanjiannya menyangkut tugas dan wewenang beberapa anggota Direksi.</li> <li>Memimpin Rapat Direksi.</li> <li>Mewakili Direksi sebagai pemegang saham pada anak perusahaan dan/atau perusahaan patungan.</li> <li>Melaksanakan diskresi yang menyangkut tugas dan wewenang beberapa anggota Direksi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perseroan.</li> <li>Menandatangani kontrak, berita acara, surat menyurat, dan/atau dokumen-dokumen yang berkaitan dengan penyelenggaraan kewajiban pelayanan publik termasuk perubahan dan tambahannya (apabila ada).</li> <li>Menandatangani surat dalam rangka permintaan tanggapan tertulis atau persetujuan kepada Dewan Komisaris dan/atau RUPS.</li> </ol> | <ol style="list-style-type: none"> <li>Determine the management policies of the Company.</li> <li>Sign a letter on behalf of the Board of Directors to the General Meeting of Shareholders (GMS), the Board of Commissioners, and/or other relevant parties.</li> <li>Sign the Directors' Regulations, Directors' Decree, Directors' Instructions, Directors' Circulars, and/or Directors' Declarations on behalf of the Board of Directors, specifically regarding matters related to cross-Directorate working relations.</li> <li>Sign a Memorandum of Understanding (MoU) or a memorandum of agreement between the Company and other parties, outlining the duties and authorities of various members of the Board of Directors.</li> <li>Sign agreements between the Company and other parties, detailing the duties and authorities of several members of the Board of Directors.</li> <li>Lead meetings of the Board of Directors.</li> <li>Represent the Board of Directors as shareholders in subsidiaries and/or joint ventures.</li> <li>Exercise discretion regarding the duties and authorities of various members of the Board of Directors.</li> <li>Sign all types of documents and perform other necessary actions to meet the management needs of the Company.</li> <li>Sign contracts, minutes, correspondence, and other documents related to the fulfillment of public service obligations, including any changes or additions.</li> <li>Sign letters requesting written responses or approvals from the Board of Commissioners and/or the General Meeting of Shareholders (GMS).</li> </ol> |
| Direktur Niaga                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Managing Director of Commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/memorandum of understanding antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan pengadaan sarana dalam rangka pengembangan bisnis komersial eksisting.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decrees, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of procuring facilities for the development of existing commercial businesses.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Direktur Operasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Managing Director of Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/memorandum of understanding antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Direktur Pengelolaan Prasarana                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Managing Director of Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> <li>Menandatangani kontrak, berita acara, surat menyurat, dan/atau dokumen-dokumen yang berkaitan dengan perawatan pengoperasian prasarana perkeretaapian milik Negara/infrastruktur, <i>maintenance and operation</i> (IMO) termasuk perubahan dan tambahannya apabila ada.</li> </ol> | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> <li>Sign contracts, minutes, correspondence, and/or documents related to the maintenance and operation of state-owned railway infrastructure/infrastructure, maintenance and operation (IMO) including changes and additions if any.</li> </ol>                                                   |
| Direktur Perencanaan Strategis dan Pengelolaan Sarana                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Managing Director of Strategic Planning and Rolling Stock Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan perencanaan strategis jangka panjang Perusahaan dan pengadaan sarana dalam rangka pembaruan sarana perkeretaapian.</li> </ol>                                              | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of the Company's management.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of the Company's long-term strategic planning and procurement of facilities for the renewal of railway facilities.</li> </ol>                                                                |
| Direktur Keselamatan dan Keamanan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Managing Director of Safety and Security                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> <li>Menandatangani dokumen kepada eksternal, mengoordinir dokumen dan/atau tindakan lain dalam rangka penghapusbukuan aset tetap berupa tanah termasuk bangunan (apabila ada) yang terkena dampak pembangunan untuk kepentingan umum, setelah mendapat persetujuan Direksi.</li> </ol>  | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> <li>Sign documents to external parties, coordinating documents and/or other actions in the context of writing off fixed assets in the form of land including buildings (if any) affected by development for the public interest, after obtaining approval from the Board of Directors.</li> </ol> |
| Direktur Sumber Daya Manusia (SDM) dan Umum                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Managing Director of Human Capital (HC) and General Affairs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> <li>Menandatangani penetapan penjatuan hukuman disiplin untuk pelanggaran disiplin tingkat berat dan pemutusan hubungan kerja (PHK) karena mangkir.</li> </ol>                                                                                                                          | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> <li>Sign the determination of disciplinary sanctions for serious disciplinary violations and termination of employment (PHK) due to absenteeism.</li> </ol>                                                                                                                                       |



| Direktur Pengembangan Usaha dan Kelembagaan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Managing Director of Strategic Planning and Business Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain.</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan pengembangan usaha sesuai kebijakan dan arah bisnis Perusahaan, dan tata kelola hubungan kelembagaan.</li> </ol> | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties.</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of developing the business in accordance with the Company's business policies and direction, and institutional relationship governance.</li> </ol> |
| Direktur Keuangan dan Manajemen Risiko                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Managing Director of Finance and Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <ol style="list-style-type: none"> <li>Menandatangani surat atas nama Direksi kepada pihak lain;</li> <li>Menandatangani Peraturan Direksi, Keputusan Direksi, Instruksi Direksi, Surat Edaran Direksi, dan/atau Maklumat Direksi untuk dan atas nama Direksi.</li> <li>Menandatangani perjanjian antara Perusahaan dengan pihak lain.</li> <li>Menandatangani nota kesepahaman/nota kesepakatan/<i>memorandum of understanding</i> antara Perusahaan dengan pihak lain.</li> <li>Melaksanakan Diskresi.</li> <li>Menandatangani segala bentuk dokumen dan/atau melakukan tindakan-tindakan lain sepanjang untuk keperluan kepengurusan Perusahaan.</li> </ol>                                                                                                                                                                                                                         | <ol style="list-style-type: none"> <li>Sign letters on behalf of the Board of Directors to other parties;</li> <li>Sign Board of Directors Regulations, Board of Directors Decisions, Board of Directors Instructions, Board of Directors Circulars, and/or Board of Directors Circulars for and on behalf of the Board of Directors.</li> <li>Sign agreements between the Company and other parties.</li> <li>Sign memorandums of understanding/agreements/memorandums of understanding between the Company and other parties.</li> <li>Exercise Discretion.</li> <li>Sign all forms of documents and/or taking other actions as long as they are for the purposes of managing the Company.</li> </ol>                                                                                                                                                                                                                                               |

## BOARD MANUAL DIREKSI

Direksi melaksanakan tugas dan tanggung jawab sesuai tata laksana kerja yang termuat di dalam Board Manual. *Board Manual* merupakan tata laksana kerja yang menjelaskan tahapan aktivitas Direksi secara terstruktur, sistematis, mudah dipahami, dan dapat dijalankan secara konsisten, sehingga dapat menjadi pedoman pelaksanaan tugas bagi masing-masing Direktur. Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham, serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*. *Board Manual* Perseroan ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi No. 04/CH/KOM/ III/2017 dan No. KEP. U/KO.101/III/15/KA-2017 tentang Panduan Tata Kerja Dewan Komisaris dan Direksi (Board Manual) PT Kereta Api Indonesia (Persero) tanggal 16 Maret 2017.

Di dalam *Board Manual* memuat tata laksana kerja Direksi dengan perincian berikut:

- Persyaratan, Keanggotaan dan Masa Jabatan Direksi;
- Program Pengenalan dan Peningkatan Kapabilitas;
- Tanggung Jawab Direksi;
- Tugas, Wewenang dan Kewajiban Direksi;
- Hak Direksi;

## BOARD OF DIRECTORS MANUAL

The Board of Directors fulfills its duties and responsibilities in accordance with the procedures outlined in the Board Manual. This Board Manual provides a structured and systematic overview of the various stages of the Board's activities, presented in an easy-to-understand format that ensures consistent implementation. It serves as a vital guideline for each Director in carrying out their responsibilities. The Board Manual is developed in alignment with principles of corporate law, the Company's Articles of Association, relevant laws and regulations, shareholder directives, and recognized best practices in Good Corporate Governance. It was formalized through the Joint Decree of the Board of Commissioners and Board of Directors No. 04/CH/KOM/III/2017 and No. KEP. U/KO.101/III/15/KA-2017, which outlines the Work Procedure Guidelines for the Board of Commissioners and Board of Directors (Board Manual) of PT Kereta Api Indonesia (Persero), dated March 16, 2017.

The Board Manual contains the work procedures of the Board of Directors with the following details:

- Requirements, Membership and Term of Office of Directors;
- Introduction and Capacity Building Program;
- Responsibilities of the Board of Directors;
- Duties, Authorities and Obligations of the Board of Directors;
- Directors' Rights;

6. Etika Jabatan;
7. Pendelegasian Wewenang di antara Anggota Direksi;
8. Pembagian Tugas Direksi;
9. Penggunaan Saran Profesional;
10. Rapat Direksi;
11. Sekretaris Perusahaan; dan
12. Hubungan dengan Anak Perusahaan dan Perusahaan Patungan.

#### KRITERIA DIREKSI [GRI 2-10]

Berdasarkan Pasal 3 dan Pasal 4 Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, KAI menetapkan sejumlah syarat bagi anggota Direksi, mencakup syarat materiil dan syarat formal, yaitu sebagai berikut:

1. Direksi telah memenuhi syarat materiil, di antaranya:
  - a. Keahlian;
  - b. Integritas;
  - c. Kepemimpinan;
  - d. Pengalaman;
  - e. Jujur;
  - f. Perilaku yang baik; dan
  - g. Dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.
2. Direksi sudah memenuhi syarat formal, di antaranya:
  - a. Orang perseorangan;
  - b. Mampu melaksanakan perbuatan hukum;
  - c. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan;
  - d. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
  - e. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

Perseroan memastikan bahwa seluruh anggota Direksi yang menjabat telah memenuhi persyaratan formal dan materiil, serta memiliki kompetensi dan keahlian yang dibutuhkan demi tercapainya tujuan dan kepentingan terbaik

6. Department Ethics;
7. Delegation of Authority among Directors;
8. Division of Duties of the Board of Directors;
9. Use of Professional Advice;
10. Board of Directors Meeting;
11. Company Secretary;
12. Relationship with Subsidiaries and Joint Venture Companies.

#### KRITERIA DIREKSI [GRI 2-10]

Based on Articles 3 and 4 of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises, KAI establishes several requirements for members of the Board of Directors, which include both material and formal requirements, as follows:

1. The Board of Directors has met the material requirements, including:
  - a. Expertise;
  - b. Integrity;
  - c. Leadership;
  - d. Experience;
  - e. Honesty;
  - f. Good conduct; and
  - g. High dedication to advancing and developing the Company.
2. The Board of Directors has also met the formal requirements, including:
  - a. Being an individual;
  - b. Being capable of performing legal acts;
  - c. Not having been declared bankrupt within 5 (five) years prior to appointment;
  - d. Not having been a member of the Board of Directors or Board of Commissioners/Supervisory Board who was found guilty of causing a state-owned enterprise, subsidiary, and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment; and
  - e. Not having been convicted of a criminal offense that caused financial harm to the state, state-owned enterprises, subsidiaries, other business entities, and/or related to the financial sector within 5 (five) years prior to appointment.

The Company ensures that all members of the Board of Directors in office have met the formal and material requirements, and have the competencies and expertise needed to achieve the company's goals and best interests.

perusahaan. Komposisi Direksi per 31 Desember 2024 terdiri dari 9 (sembilan) anggota yang seluruhnya telah dinyatakan lulus Uji Kelayakan dan Kepatutan (UKK) oleh Kementerian BUMN. Susunan komposisi Direksi KAI per 31 Desember 2024, perubahan komposisi Direksi dengan alasannya, serta hubungan afiliasi Direksi telah dijelaskan pada bab Profil Perusahaan.

#### **PENGELOLAAN POTENSI BENTURAN KEPENTINGAN (CONFLICT OF INTEREST) DIREKSI [GRI 2-15]**

Benturan kepentingan Direksi merupakan kondisi tertentu terkait kepentingan pribadi Direksi yang memiliki potensi bertentangan dengan kepentingan Perseroan untuk meningkatkan nilai Perseroan, meraih laba serta pencapaian visi dan misi Perseroan sebagaimana diamanatkan oleh Pemegang Saham. Pengelolaan benturan kepentingan Perseroan diatur melalui Peraturan Direksi No. PER.D/Ke.202/XII/I/KA2020 Tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) sebagai berikut:

1. Direksi menetapkan kebijakan tentang mekanisme bagi Direksi dan pejabat struktural untuk mencegah pengambilan keuntungan pribadi dan pihak lainnya disebabkan benturan kepentingan;
2. Direksi melakukan sosialisasi kebijakan tentang mekanisme untuk mencegah pengambilan keuntungan pribadi bagi Direksi dan pejabat struktural Perusahaan;
3. Direksi membuat surat pernyataan bahwa Direksi tidak memiliki benturan kepentingan antara kepentingan pribadi/keluarga, jabatan lain, atau golongan dengan kepentingan Perusahaan pada awal pengangkatan dan wajib diperbaharui setiap awal tahun (untuk pernyataan tahunan dapat dicantumkan pada kontrak manajemen yang ditandatangani Direksi dengan Pemegang Saham);
4. Direksi menyampaikan laporan kepemilikan saham pada Perusahaan dan Perusahaan lainnya kepada Perusahaan melalui Sekretaris Perusahaan untuk dicatat dalam Daftar Khusus;
5. Direksi wajib menandatangani pakta integritas yang dilampirkan dalam setiap usulan tindakan Direksi yang membutuhkan persetujuan dari Dewan Komisaris dan/ atau rekomendasi dari Dewan Komisaris dengan persetujuan RUPS; dan
6. Perusahaan memastikan tidak terdapat pengambilan keputusan transaksional yang mengandung benturan kepentingan, diantaranya:

The composition of the Board of Directors as of December 31, 2024 consists of 9 (nine) members who have all been declared to have passed the Fit and Proper Test (UKK) by the Ministry of SOEs. Composition. The composition of the KAI Board of Directors as of December 31, 2024, changes in the composition of the Board of Directors with the reasons, and the affiliation of the Board of Directors have been explained in the Company Profile chapter.

#### **MANAGEMENT OF POTENTIAL CONFLICTS OF INTEREST FOR THE BOARD OF DIRECTORS [GRI 2-15]**

A conflict of interest for the Board of Directors arises when there is a personal interest that potentially conflicts with the interests of the Company in increasing its value, earning profits, and achieving the Company's vision and mission as mandated by the shareholders. The management of conflicts of interest within the Company is governed by the Board of Directors' Regulation No. PER.D/Ke.202/XII/I/KA-2020 on Good Corporate Governance Guidelines, as follows:

1. The Board of Directors establishes policies and mechanisms for preventing personal gain or benefits to other parties arising from conflicts of interest;
2. The Board of Directors conducts socialization and education regarding the policy mechanisms to prevent personal gain for the Board and structural officials within the Company;
3. The Board of Directors issues a declaration stating that they do not have any conflict of interest between their personal/family interests, other positions, or affiliations with the interests of the Company at the start of their appointment, and this declaration must be updated at the beginning of each year (for annual declarations, they can be included in the management contract signed by the Board of Directors and the Shareholders);
4. The Board of Directors submits a report on their share ownership in the Company and other companies to the Company through the Corporate Secretary for recording in a Special Register;
5. The Board of Directors must sign an integrity pact, which is attached to every proposal for actions by the Board requiring approval from the Board of Commissioners and/ or a recommendation from the Board of Commissioners with the approval of the General Meeting of Shareholders (GMS);
6. The Company ensures that no transactional decisions are made that involve conflicts of interest, including:

- Pelanggaran sehubungan dengan transaksi kesempatan Perusahaan (*corporate opportunity*);
- Pelanggaran sehubungan dengan transaksi dengan Perusahaan baik secara langsung maupun melalui anggota keluarganya atau keluarga dekatnya (*self dealing*);
- Pelanggaran sehubungan transaksi yang mengandung benturan kepentingan (*conflict of interest*); dan
- Pelanggaran sehubungan transaksi yang dibantu orang dalam (*insider information*).

- Violations related to corporate opportunity transactions;
- Violations related to transactions with the Company, either directly or through their family members or close relatives (*self-dealing*);
- Violations related to transactions involving conflicts of interest; and
- Violations related to insider information transactions.

### KOMPOSISI DIREKSI

Hingga 31 Desember 2024, komposisi Direksi KAI adalah sebagai berikut:

### COMPOSITION OF THE BOARD OF DIRECTORS

As of December 31, 2024, the composition of the Board of Directors of KAI is as follows:

**Tabel Komposisi Direksi Tahun 2024**

**Table of Composition of the Board of Directors in 2024**

| No | Nama / Name               | Jabatan / Position                                                                                                           | Dasar Pengangkatan / Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                 | Periode Jabatan / Tenure                                        |
|----|---------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 1  | Didiek Hartantyo          | Direktur Utama / President Director                                                                                          | Keputusan Menteri BUMN No. SK-28/MBU/01/2021 tanggal 25 Januari 2021 / Decree of the Minister of State-Owned Enterprises No. SK-28/MBU/01/2021 dated January 25, 2021                                                                                                                                                                                                                                                                                     | 2021-Sekarang (periode kedua) / 2021-Present (second period)    |
| 2  | Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                                                                               | Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022                                                                                                                                                                                                                                                                                        | 2022-Sekarang (Periode Pertama) / 2022-Present (First Period)   |
| 3  | Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operation                                                                            | Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024                                                                                                                                                                                                                                                                                      | 2022-Sekarang (Periode Pertama) / 2022-Present (First Period)   |
| 4  | Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                         | Keputusan Menteri BUMN No. SK-89/ MBU/03/2022 tanggal 31 Maret 2022 / Decree of the Minister of State-Owned Enterprises No. SK-89/MBU/03/2022 dated March 31, 2022                                                                                                                                                                                                                                                                                        | 2022-Sekarang (Periode Pertama) / 2022-Present (First Period)   |
| 5  | John Robertho             | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | Keputusan Menteri BUMN No. SK-191/MBU/08/2024 tanggal 2 Agustus 2024 / Decree of the Minister of State-Owned Enterprises No. SK-191/MBU/08/2024 dated August 2, 2024                                                                                                                                                                                                                                                                                      | 2024-Sekarang (Periode Pertama) / 2024 – present (First Period) |
| 6  | Sandry Pasambuna*         | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | <ul style="list-style-type: none"> <li>Diangkat berdasarkan Keputusan Menteri BUMN No. SK-240/MBU/10/2022 tanggal 26 Oktober 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-240/MBU/10/2022 dated October 26, 2022</li> <li>Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of SOEs No. SK-62/MBU/03/2024 dated March 5, 2024</li> </ul> | 2022-2024 (Periode Pertama) / 2022-2024 (First Period)          |
|    | Dadan Rudiansyah          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024                                                                                                                                                                                                                                                                                           | 2024-Sekarang (Periode Pertama) / 2024 – Present (First Period) |
| 7  | Suparno*                  | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                 | <ul style="list-style-type: none"> <li>Diangkat berdasarkan Keputusan Menteri BUMN No. SK-89/MBU/03/2022 tanggal 31 Maret 2022 / Appointed based on the Decree of the Minister of SOEs No. SK-89/MBU/03/2022 dated March 31, 2022</li> <li>Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of SOEs No. SK-62/MBU/03/2024 dated March 5, 2024</li> </ul>       | 2022-2024 (Periode Pertama) / 2022-2024 (First Period)          |
|    | Rosma Handayani           | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                 | Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024                                                                                                                                                                                                                                                                                           | 2024-Sekarang (Periode Pertama) / 2024 – Present (First Period) |

| No | Nama / Name       | Jabatan / Position                                                                                                  | Dasar Pengangkatan / Basis of Appointment                                                                                                                 | Periode Jabatan / Tenure                                        |
|----|-------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 8  | Rudi As Aturridha | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations | Keputusan Menteri BUMN SK-151/MBU/05/2021 tanggal 19 Mei 2021 / Decree of the Minister of State-Owned Enterprises SK-151/MBU/05/2021 dated May 19, 2021   | 2023-Sekarang (periode pertama) / 2023 - Present (First Period) |
| 9  | Salusra Wijaya    | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                           | Keputusan Menteri BUMN SK-236/MBU/07/2020 tanggal 14 Juli 2020 / Decree of the Minister of State-Owned Enterprises SK-236/MBU/07/2020 dated July 14, 2020 | 2020-Sekarang (Periode Pertama) / 2020-Present (First Period)   |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / No longer served as of the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

## RAPAT DIREKSI

### Kebijakan Rapat

Kebijakan Rapat Sesuai ketentuan di dalam Anggaran Dasar dan *Board Manual*, selain itu Perseroan telah menetapkan Peraturan Direksi No. PER.U/KC.202/X/1/KA-2020 tanggal 26 Oktober 2020 tentang Tata Tertib Rapat Direksi dengan uraian sebagai berikut:

- Direksi harus melakukan rapat secara berkala paling sedikit 1 (satu) kali dalam sebulan sesuai rencana rapat yang disusun mengacu pada rencana kerja anggaran tahunan.
- Penyelenggaraan rapat Direksi dapat dilakukan setiap waktu apabila:
  - Dipandang perlu oleh seorang atau lebih anggota Direksi;
  - Atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris; atau
  - Atas permintaan tertulis dari Pemegang Saham.
- Panggilan rapat Direksi dilakukan secara tertulis melalui nota dinas elektronik oleh anggota Direksi yang berhak mewakili.
- Dalam hal keadaan memaksa rapat Direksi dapat dilakukan tanpa panggilan. Rapat dianggap sah dalam hal rapat tersebut dihadiri oleh seluruh anggota Direksi.
- Rapat Direksi dipimpin oleh Direktur Utama.
- Rapat Direksi dapat dilakukan melalui tatap muka atau rapat virtual melalui sarana media elektronik yang memungkinkan semua peserta rapat Direksi saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat Direksi.
- Setiap anggota Direksi yang menghadiri rapat berhak menyampaikan tanggapan dalam rapat yang dicatat dalam risalah rapat termasuk pendapat berbeda (*dissenting opinions*) jika ada.

## BOARD OF DIRECTORS MEETING

### Meeting Policy

According to the provisions in the Articles of Association and the Board Manual, the Company has also established Director Regulation No. PER.U/KC.202/X/1/KA-2020 dated October 26th, 2020, concerning the Rules of Procedure for Board Meetings, with the following details:

- The Board of Directors must hold regular meetings at least 1 (one) time a month according to the meeting plan prepared referring to the annual budget work plan.
- Board of Directors meetings can be held at any time if:
  - deemed necessary by one or more members of the Board of Directors;
  - held upon written request from one or more members of the Board of Commissioners; or
  - held upon written request from the Shareholder.
- Calls for meetings of the Board of Directors are made in writing via electronic service notes by members of the Board of Directors who have the right to represent them.
- In case of compelling circumstances, the Board of Directors meeting can be held without a summons. A meeting is considered valid if the meeting is attended by all members of the Board of Directors.
- Board of Directors meetings are chaired by the President Director.
- Directors' meetings can be held face-to-face or virtual meetings via electronic media which allows all Directors' meeting participants to see and hear each other directly and participate in the Board of Directors' meetings.
- Each member of the Board of Directors who attends the meeting has the right to submit comments at the meeting which are recorded in the minutes of the meeting including different opinions (*dissenting opinions*) if any.



8. Direksi berkewajiban menghadiri setiap rapat Direksi. Dalam hal terdapat Direksi yang berhalangan hadir harus memberikan alasan ketidakhadirannya dalam risalah rapat, Direksi yang tidak hadir dapat memberikan kuasa kepada salah satu anggota Direksi yang hadir sekaligus kewenangan pemegang kuasa tersebut untuk memberikan suara dalam rapat Direksi. Seorang anggota Direksi hanya dapat mewakili seorang anggota Direksi lainnya.
  9. Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri oleh lebih dari ½ (satu perdua) jumlah seluruh anggota Direksi.
  10. Dalam mata acara lain-lain, rapat Direksi tidak berhak mengambil keputusan kecuali seluruh anggota Direksi hadir dan menyetujui penambahan mata acara rapat.
  11. Semua keputusan dalam rapat Direksi diambil dengan musyawarah untuk mufakat.
  12. Dalam hal keputusan tidak dapat diambil dengan musyawarah mufakat, maka keputusan diambil dengan suara terbanyak.
  13. Dalam hal jumlah suara yang setuju dan yang tidak setuju sama banyaknya, maka keputusan rapat adalah yang sesuai dengan pendapat pimpinan rapat dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban.
  14. Dalam hal usulan lebih dari dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara terbanyak sehingga salah satu usulan memperoleh suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan.
  15. Direksi yang tidak memberikan suara maka dianggap menyetujui usul yang diajukan dalam rapat.
  16. Keputusan rapat Direksi adalah keputusan tertinggi yang tidak dapat diubah kecuali dengan rapat Direksi.
  17. Terkait dengan rapat Direksi bersama Dewan Komisaris dapat dilakukan atas undangan Dewan Komisaris atau atas permintaan Direksi.
8. Directors are obliged to attend every Board of Directors meeting. In the event that a Director who is unable to attend must provide a reason for his or her absence in the minutes of the meeting, the Director who is not present can give power of attorney to one of the members of the Board of Directors who is present as well as the authority of the power of attorney holder to vote at the Board of Directors meeting. A member of the Board of Directors can only represent another member of the Board of Directors.
  9. Board of Directors Meetings are valid and entitled to make binding decisions when attended by more than ½ (one half) of all members of the Board of Directors.
  10. In other agenda items, the Board of Directors meeting does not have the right to make decisions unless all members of the Board of Directors are present and agree to add additional meeting agenda items.
  11. All decisions at Board of Directors meetings are taken by deliberation to reach consensus.
  12. In the event that a decision cannot be taken by consensus, the decision is taken by majority vote.
  13. In the event that the number of votes agreeing and disagreeing is the same, then the decision of the meeting is in accordance with the opinion of the chairman of the meeting while still paying attention to the provisions regarding accountability.
  14. In the event that there are more than two alternative proposals and the results of the voting have not obtained one alternative with more than ½ (one-half) of the total votes cast, then a re-vote will be carried out on the two proposals that received the most votes so that one of the proposals gets votes are more than ½ (one half) of the total votes cast.
  15. Directors who do not vote are deemed to have approved the proposal submitted at the meeting.
  16. The decision of the Board of Directors meeting is the highest decision which cannot be changed except by the Board of Directors meeting.
  17. The meetings between the Board of Directors and the Board of Commissioners can be held at the invitation of the Board of Commissioners or at the request of the Board of Directors.

### Frekuensi Rapat dan Tingkat Kehadiran Anggota Direksi

Frekuensi pelaksanaan rapat dan kehadiran masing-masing anggota Direksi di tahun 2024 adalah sebagai berikut:

**Tabel Frekuensi Rapat dan Tingkat Kehadiran Anggota Direksi Tahun 2024**

| No | Nama / Name               | Jabatan / Position                                                                                                           | Rapat Direksi / Board of Directors Meeting |                                     |     | Rapat Gabungan / Joint Meetings |                                     |     | RUPS / GMS                    |                                     |     |
|----|---------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------|-----|---------------------------------|-------------------------------------|-----|-------------------------------|-------------------------------------|-----|
|    |                           |                                                                                                                              | Jumlah Rapat / Total Meetings              | Jumlah Kehadiran / Total Attendance | %   | Jumlah Rapat / Total Meetings   | Jumlah Kehadiran / Total Attendance | %   | Jumlah Rapat / Total Meetings | Jumlah Kehadiran / Total Attendance | %   |
| 1  | Didiek Hartantyo          | Direktur Utama / President Director                                                                                          | 29                                         | 29                                  | 100 | 12                              | 10                                  | 84  | 4                             | 4                                   | 100 |
| 2  | Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                                                                               | 29                                         | 27                                  | 93  | 12                              | 11                                  | 92  | 4                             | 4                                   | 100 |
| 3  | Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operation                                                                            | 29                                         | 28                                  | 97  | 12                              | 10                                  | 84  | 4                             | 4                                   | 100 |
| 4  | Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                         | 29                                         | 26                                  | 90  | 12                              | 11                                  | 92  | 4                             | 4                                   | 100 |
| 5  | John Robertho             | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | 29                                         | 27                                  | 93  | 12                              | 12                                  | 100 | 4                             | 4                                   | 100 |
| 6  | Sandry Pasambuna*         | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | 8                                          | 8                                   | 100 | 2                               | 2                                   | 100 | 2                             | 2                                   | 100 |
|    | Dadan Rudiansyah          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | 21                                         | 20                                  | 95  | 10                              | 10                                  | 100 | 2                             | 2                                   | 100 |
| 7  | Suparno*                  | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                 | 8                                          | 8                                   | 100 | 2                               | 2                                   | 100 | 2                             | 2                                   | 100 |
|    | Rosma Handayani           | Direktur SDM dan Umum / Managing Director of Human Capital & General Affairs                                                 | 21                                         | 19                                  | 90  | 13                              | 12                                  | 93  | 2                             | 2                                   | 100 |
| 8  | Rudi As Aturridha         | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations          | 29                                         | 25                                  | 86  | 14                              | 13                                  | 93  | 4                             | 4                                   | 100 |
| 9  | Salusra Wijaya            | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                    | 29                                         | 29                                  | 100 | 13                              | 13                                  | 100 | 4                             | 4                                   | 100 |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / No longer served as of the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

### Agenda, Tanggal dan Peserta Rapat Direksi Tahun 2024

Di tahun 2024, Direksi telah menyelenggarakan rapat sebanyak 29 kali rapat. Informasi agenda, tanggal dan kehadiran rapat Direksi di tahun 2024 adalah sebagai berikut:

### Frequency of Meetings and Attendance of Board of Directors Members

The frequency of meetings and attendance of each member of the Board of Directors in 2024 are as follows:

**Table of Meeting Frequency and Attendance Level of Board of Directors Members in 2024**

### Agenda, Date and Attendees of the 2024 Board of Directors Meeting

In 2024, the Board of Directors held 29 meetings. Information on the agenda, date and attendance of the 2024 Board of Directors meetings is as follows:

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

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Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

Agenda, Date and Attendees of the 2024 Board of Directors Meeting

**Tabel Agenda, Tanggal dan Peserta Rapat Direksi Tahun 2024**      **Table of Agenda, Date and Participants of the 2024 Board of Directors Meeting**

| No | Tanggal / Date                     | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
|----|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|--------------------------------------------|
| 1  | 9 Januari 2024 / January 9, 2024   | a. Arahan DU / President Director's Direction<br>b. Update Penataan Stasiun Tugu Yogyakarta / Update on the Arrangement of Tugu Yogyakarta Station<br>c. Update Perubahan Struktur Organisasi D4 dan D7 / Update on Changes in the Organizational Structure of D4 and D7<br>d. Evaluasi dan Tata Kelola Penetapan Desain dan Livery Sarana / Evaluation and Governance of the Determination of Design and Livery Facilities<br>e. Kinerja keuangan Desember 2023 / Financial Performance December 2023                                                                                                                   | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | John Robertho                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Suparno                              | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Rudi As Aturridha                    | Hadir / Present        |                                            |
| 2  | 16 Januari 2024 / January 16, 2024 | a. Arahan DU / President Director's Direction<br>b. Hasil CO Tabrakan KA Turangga dan KA Bandung Raya Petak Jalan Hrp-Ccl dan Anjlok di Tanggulangin / CO Results of Turangga Train and Bandung Raya Train Collision Petak Jalan Hrp-Ccl and Derailment in Tanggulangin<br>c. Update Cyber Security and Data Leak Incident / Update on Cyber Security and Data Leak Incident<br>d. Usulan PMN TA 2025 untuk Pengadaan KRL melalui KCI / PMN Proposal for FY 2025 for KRL Procurement through KCI<br>e. Update Kinerja Keuangan Desember 2023 dan RKAP 2024 / Update on Financial Performance December 2023 and RKAP 2024 | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | John Robertho                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Suparno                              | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Rudi As Aturridha                    | Hadir / Present        |                                            |
| 3  | 20 Januari 2024 / January 20, 2024 | a. Arahan DU / President Director's Direction<br>b. Program Keselamatan menuju Zero Accident Direktorat Operasi / Safety Program towards Zero Accident Directorate of Operations<br>c. Program Keselamatan menuju Zero Accident Direktorat Operasi Direktorat Keselamatan dan Keamanan / Safety Program towards Zero Accident Directorate of Operations Directorate of Safety and Security<br>d. Program Keselamatan menuju Zero Accident Direktorat Operasi Direktorat Pengelolaan Prasarana / Safety Program towards Zero Accident Directorate of Operations Directorate of Infrastructure Management                  | Didiek Hartantyo                     | Hadir / Present        | Cuti Tahunan / Annual Leave                |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | John Robertho                        | Tidak Hadir / Absent   |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Suparno                              | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Rudi As Aturridha                    | Hadir / Present        |                                            |
| 4  | 25 Januari 2024 / January 25, 2024 | a. Arahan DU / President Director's Direction<br>b. Pembahasan Rencana Penghentian Angkutan Barang yang Rugi Berdasarkan Data Profitability / Discussion of Loss-Making Freight Transportation Termination Plan Based on Profitability Data<br>c. Pembahasan KKA CCL - HRP Tindak Lanjut Rapat di Kemenko Polhukam / Discussion of KKA CCL - HRP Follow-up Meeting at Coordinating Ministry for Political and Security Affairs<br>d. Laporan Hasil Quality Assurance BPKP terhadap Sistem Pengendalian Internal dan WBS / BPKP Quality Assurance Results Report on Internal Control Systems and WBS                      | Didiek Hartantyo                     | Hadir / Present        | Cuti Tahunan / Annual Leave                |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | John Robertho                        | Tidak Hadir / Absent   |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Suparno                              | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Rudi As Aturridha                    | Hadir / Present        |                                            |
| 5  | 26 Januari 2024 / January 26, 2024 | a. Arahan DU / President Director's Direction<br>b. Pembahasan Rencana Penghentian Angkutan Barang yang Rugi Berdasarkan Data Profitability / Discussion of Loss-Making Freight Transportation Termination Plan Based on Profitability Data<br>c. Pembahasan KKA CCL - HRP Tindak Lanjut Rapat di Kemenko Polhukam / Discussion of KKA CCL - HRP Follow-up Meeting at Coordinating Ministry for Political and Security Affairs<br>d. Laporan Hasil Quality Assurance BPKP terhadap Sistem Pengendalian Internal dan WBS / BPKP Quality Assurance Results Report on Internal Control Systems and WBS                      | Didiek Hartantyo                     | Hadir / Present        | Cuti Tahunan / Annual Leave                |

| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                              | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
|----|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|--------------------------------------------|
| 5  | 2 Februari 2024 / February 2, 2024   | a. Arahan DU / President Director's Direction<br>b. Persetujuan Usulan Direksi KCIC dari Perwakilan KAI / Approval of KCIC Board of Directors' Proposal from KAI Representative<br>c. Pembahasan Perjanjian Kerjasama Integrasi Aksesibilitas LRT Jabodetabek / Discussion of Jabodetabek LRT Accessibility Integration Cooperation Agreement                                                                                              | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | John Robertho                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Suparno                              | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                            |
| 6  | 9 Februari 2024 / February 9, 2024   | a. Arahan DU / President Director's Direction<br>b. Update Pengadaan 54 Lok dengan Progress Rail (PRL) / Update on Procurement of 54 Lok with Progress Rail (PRL)<br>c. Update Pengadaan LTPA CC 201, 203 dan 204 / Update on Procurement of LTPA CC 201, 203, and 204<br>d. Pembahasan Perjanjian Kerjasama Integrasi Aksesibilitas LRT Jabodetabek / Discussion of Cooperation Agreement on Accessibility Integration of Jabodetabek LRT | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                            |
| 7  | 13 Februari 2024 / February 13, 2024 | a. Arahan DU / President Director's Direction<br>b. Update Pembahasan Kajian Manfaat Pasca Kerja Persero / Update on Discussion of the Company's Post-Employment Benefits Study<br>c. Hasil CO Anjlok di Semarang / Results of the CO Drop in Semarang<br>d. Kegiatan Management Walkthrough (Pisami) Tahun 2024 / Management Walkthrough (Pisami) Activities in 2024                                                                      | Didiek Hartantyo                     | Hadir / Present        | Cuti / Paid Leave                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rudi As Aturridha                    | Tidak Hadir / Absent   |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                            |
| 8  | 27 Februari 2024 / February 27, 2024 | a. Arahan DU / President Director's Direction<br>b. Persiapan Raker RKAP 2024 / Preparation of RKAP 2024 Working Meeting<br>c. Pembahasan KPI BoD / Discussion of KPI Board of Directors<br>d. Rencana Program Angkutan Lebaran 2024 / Plan for 2024 Eid Transportation Program                                                                                                                                                            | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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| No | Tanggal / Date                 | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
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| 9  | 14 Maret 2024 / March 14, 2024 | a. Arahan DU / President Director's Direction<br>b. Update Investasi Angkutan Batu Bara Sumbagsel / Update on South Sumatra Coal Transportation Investment<br>c. Update Progress Pengadaan dan Pendanaan KRL / Update on KRL Procurement and Funding Progress<br>d. Kinerja Keuangan Bulan Februari 2024 / Financial Performance February 2024                                                                                                                                                                                                                                                              | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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| 10 | 19 Maret 2024 / March 19, 2024 | a. Arahan DU / President Director's Direction<br>b. Pembahasan Tunjangan Hari Raya / Discussion of Holiday Benefits<br>c. Laporan Gangguan Operasional Januari - Februari 2024 dan Update Persiapan Posko Angleb 2024 / Operational Disruptions Report January - February 2024 and Update on Preparation of Eid Transportation Posts 2024<br>d. Laporan Progress Proyek Investasi (Capex) 2024 / Investment Project Progress Report (Capex) 2024<br>e. Tindak Lanjut Hasil Inventarisasi Aset berdasarkan PP 57 tahun 1990 / Follow-up on Asset Inventory Results based on Government Regulation 57 of 1990 | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Salusra Wijaya                       | Hadir / Present        |                                            |
| 11 | 4 April 2024 / April 4, 2024   | a. Arahan DU / President Director's Direction<br>b. Update Kesiapan ARCEO 2024 / Update on ARCEO Readiness 2024<br>c. Update Issue Pembebanan TAC Tahun 2023 / Update on TAC Charge Issue 2023                                                                                                                                                                                                                                                                                                                                                                                                              | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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| 12 | 18 April 2024 / April 18, 2024 | a. Arahan DU / President Director's Direction<br>b. Update Proyek Investasi 2024 (Proyek Kramasan, Masjid At Taqwa dan Kantin Kantor Pusat) / Update on 2024 Investment Project (Kramasan Project, At Taqwa Mosque and Head Office Canteen)<br>c. Kinerja Keuangan Maret 2024 / Financial Performance March 2024<br>d. Update Progress Pengadaan KRL KCI / Update on KCI Commuter Line Procurement Progress                                                                                                                                                                                                 | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hadis Surya Palapa                   | Hadir / Present        |                                            |
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| No | Tanggal / Date                 | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence                                                                                                              |
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| 13 | 24 April 2024 / April 24, 2024 | a. Arahan DU / President Director's Direction<br>b. Penyelesaian permasalahan Aset KAI (Ops Kerjasama Pemanfaatan Stasiun BMN diatas tanah KAI & Tindaklanjuti Verifikasi Dokumen Aset berdasarkan PP 57/90 surat surat DJKN Kemenkeu) / Settlement of KAI Asset issues (BMN Station Utilization Cooperation Option on KAI land & Follow-up of Asset Document Verification based on PP 57/90 letters from Directorate General of State Assets of Ministry of Finance)<br>c. <i>Update Progress</i> dan Persiapan Kick off RJPP dan RSTI 2025-2029 / Update on Progress and Preparation for Kick-off of RJPP and RSTI 2025-2029<br>d. <i>Update Program Roadmap Sustainability (ESG)</i> / Update on Sustainability Roadmap Program (ESG)                                                                                                                                                                                                                                                                                                           | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                       |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                         |
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| 14 | 8 Mei 2024 / May 8, 2024       | a. Arahan DU / President Director's Direction<br>b. Program Percepatan Waktu Tempuh KA / Train Travel Time Acceleration Program<br>c. Program Kerja D5 / D5 Work Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Didiek Hartantyo                     | Hadir / Present        | Perjalanan Dinas Luar Negeri / Official Travel Abroad                                                                                                   |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                         |
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| 15 | 21 Mei 2024 / May 21, 2024     | a. Arahan DU / President Director's Direction<br>b. Pemberitahuan Rencana Penerbitan Sisa Plafond Obligasi dan Sukuk atas Penawaran Umum Berkelanjutan I Tahun 2022 ("PUB I Tahap II Tahun 2024") dan Rencana Penerbitan Efek Baru Obligasi dan/atau Sukuk dengan skema Penawaran Umum Berkelanjutan Tahun 2024 ("PUB II KAI Tahun 2024") / Notification of Plan to Issuance of Remaining Limit of Bonds and Sukuk for Continuous Public Offering I in 2022 ("PUB I Phase II in 2024") and Plan to Issuance New Bonds and/or Sukuk with Continuous Public Offering Scheme in 2024 ("PUB II KAI in 2024")<br>c. Kinerja Keuangan April 2024 / Financial Performance April 2024<br>d. Program Kerja D6 / D6 Work Program<br>e. <i>Update Kinerja Operasional dan Isu Strategis LRT Jabodebek</i> / Update on Operational Performance and Strategic Issues of Jabodebek LRT<br>f. <i>Update Program Sustainability (ESG)</i> / Update on Sustainability Program (ESG)<br>g. <i>Laporan Self Assessment GCG 2023</i> / GCG Self-Assessment Report 2023 | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                       |
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| 16 | 28 Mei 2024 / May 28, 2024     | a. Arahan DU / President Director's Direction<br>b. Laporan Hasil Evaluasi Produksi TS INKA 612 / TS INKA 612 Production Evaluation Report<br>c. Laporan ARCEO / ARCEO Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Didiek Hartantyo                     | Hadir / Present        | a. Heru Kuswanto (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>b. Rudi As Aturridha (Rapat dengan Kepala BPKP / Meeting with Head of BPKP) |
|    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                         |
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| No | Tanggal / Date               | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence                                                                                                                                                                                                |
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| 17 | 7 Juni 2024 / June 7, 2024   | a. Update IMO dan TAC / Update on IMO and TAC<br>b. Update Program Kerja D6 / Update on D6 Work Program<br>c. Pembahasan Manfaat Pasca Kerja Pekerja Perum yang Meninggal Dunia / Discussion of Post-Employment Benefits for Deceased Perum Employees<br>d. Penyelesaian Aset Kawasan Stasiun Tanjung Barat / Settlement of Tanjung Barat Station Area Assets                                                                                                                                                         | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                                                                                                         |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                                                                                                           |
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|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sandry N Pasambuna                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Suparno                              | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |
| 18 | 20 Juni 2024 / June 20, 2024 | a. Arahan DU / President Director's Direction<br>b. Update penyajian materi Rapat BoD - BoC tentang Laporan Kinerja KAI / Update on preparation of materials for the Board of Directors - Board of Commissioners Meeting on KAI Performance Report<br>c. Update rencana Restrukturisasi KCIC dan Tata Kelola Pemenuhan CDS KCIC / Update on KCIC Restructuring Plan and KCIC CDS Fulfillment Governance                                                                                                               | Didiek Hartantyo                     | Hadir / Present        | a. Hadis Surya Palapa (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>b. Heru Kuswanto (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>c. Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad) |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Hadis Surya Palapa                   | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Heru Kuswanto                        | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sandry N Pasambuna                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Suparno                              | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rudi As Aturridha                    | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |
| 19 | 25 Juni 2024 / June 25, 2024 | a. Usulan Penetapan Dividen Anak Perusahaan PT KAI (Persero) Tahun 2023 / Proposal for Determination of Dividends of PT KAI (Persero) Subsidiaries in 2023<br>b. Persiapan RUPS Laporan Manajemen Tahunan 2023 / Preparation of the 2023 Annual Management Report GMS<br>c. Update Laporan Kinerja LRT Jabodetabek / Update on the Jabodetabek LRT Performance Report                                                                                                                                                 | Didiek Hartantyo                     | Hadir / Present        | Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad)                                                                                                                                                                 |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sandry N Pasambuna                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Suparno                              | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rudi As Aturridha                    | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |
| 20 | 17 Juli 2024 / July 17, 2024 | a. Arahan DU / President Director's Direction<br>b. Update Penyelesaian Masalah Aset KAI di Emplasemen Stasiun Dinoyo Surabaya dengan Keuskupan Surabaya / Update on the Settlement of KAI Asset Problems at Dinoyo Station Surabaya with Roman Catholic Diocese of Surabaya<br>c. Update ARCEO 2024 / Update on ARCEO 2024<br>d. Setoran Modal kepada PT MITJ / Capital Deposit to PT MITJ<br>e. Update RJPP dan RSTI 2025 - 2029 KAI dan Anak Perusahaan / Update on RJPP and RSTI 2025 - 2029 KAI and Subsidiaries | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                                                                                                         |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sandry N Pasambuna                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Suparno                              | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |

| No | Tanggal / Date                         | Agenda Rapat / Meeting Agenda                                                                                                                       | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
|----|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|--------------------------------------------|
| 21 | 22 Agustus 2024 / August 22, 2025      | a. Arahan DU / President Director's Direction                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        | b. Agenda Keselamatan / Safety Agenda                                                                                                               |                                      |                        |                                            |
|    |                                        | c. Laporan Kinerja Keuangan KAI Bulan Juli 2024 / KAI Financial Performance Report July 2024                                                        | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        | d. Update Buku Putih Proyek KCJB / Update on KCJB Project White Paper                                                                               | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                        | e. Template Presentasi KAI / KAI Presentation Template                                                                                              | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                        | f. Update Persiapan ARCEO / Update on ARCEO Preparation                                                                                             | John Robertho                        | Hadir / Present        |                                            |
|    |                                        | g. Pergantian Mobil Dinas Direksi / Replacement of Board of Directors' Official Cars                                                                | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Suparno                              | Hadir / Present        |                                            |
| 22 | 18 September 2024 / September 18, 2024 | a. Arahan DU / President Director's Direction                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        | b. Pelaksanaan Program Manajemen Trainee / Implementation of the Management Trainee Program                                                         | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        | c. Penyiapan Materi RJPP dengan Wamen BUMN / Preparation of RJPP Materials with the Deputy Minister of State-Owned Enterprises                      | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                        | d. Progress dan Issue Pengadaan Gerbong Untuk Investasi Sumbagsel / Progress and Issues of Procurement of Carriages for Investment in South Sumatra | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                        | e. Safety Moment                                                                                                                                    | John Robertho                        | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Suparno                              | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Rudi As Aturridha                    | Hadir / Present        |                                            |
| 23 | 2 Oktober 2024 / October 2, 2024       | a. Arahan DU / President Director's Direction                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        | b. Safety Moment                                                                                                                                    |                                      |                        |                                            |
|    |                                        | c. Laporan Kinerja Keuangan s.d. Agustus 2024 / Financial Performance Report until August 2024                                                      | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | John Robertho                        | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Suparno                              | Hadir / Present        |                                            |
| 24 | 15 Oktober 2024 / October 15, 2024     | a. Usulan Tantiem Direksi Anak Perusahaan / Proposed Tantiem for Subsidiary Directors                                                               | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        | b. Laporan Kinerja Investasi TW 4 Tahun 2024 / Investment Performance Report for Quarter 4 of 2024                                                  | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | John Robertho                        | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Suparno                              | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                     | Rudi As Aturridha                    | Hadir / Present        |                                            |
| 24 | 15 Oktober 2024 / October 15, 2024     |                                                                                                                                                     | Salusra Wijaya                       | Hadir / Present        |                                            |

| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
|----|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|--------------------------------------------|
| 25 | 22 Oktober 2024 / October 22, 2024   | a. Arahan DU / President Director's Direction<br>b. Laporan Kinerja Keuangan TW III dan Usulan RKAP 2025 / Financial Performance Report for Quarter III and Proposed RKAP 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Heru Kuswanto                        | Hadir / Present        |                                            |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Suparno                              | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Salusra Wijaya                       | Hadir / Present        |                                            |
| 26 | 5 November 2024 / November 5, 2024   | a. Arahan DU / President Director's Direction<br>b. Safety Awareness<br>c. Pembahasan Usulan Kalender 2025 dan Template Presentasi / Discussion of the 2025 Calendar Proposal and Presentation Template<br>d. Laporan Penyelenggaraan ARCEO 44 dan Buku ARCEO / Report on the Implementation of ARCEO 44 and ARCEO Book<br>e. Pembahasan Manfaat Pasca Kerja eks Perum yang Meninggal Dunia / Discussion of Post-Employment Benefits for Deceased Ex-Perum                                                                                                                                                                                                                                                                                                                                | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | John Robertho                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Suparno                              | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Salusra Wijaya                       | Hadir / Present        |                                            |
| 27 | 12 November 2024 / November 12, 2024 | a. Arahan DU / President Director's Direction<br>b. Safety Awareness<br>c. Persiapan Program Angkutan Nataru 2024-2025 / Preparation of the 2024-2025 Nataru Transportation Program<br>d. Update program Percepatan Waktu Tempuh / Update on the Travel Time Acceleration Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | John Robertho                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Suparno                              | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Salusra Wijaya                       | Hadir / Present        |                                            |
| 28 | 26 November 2024 / November 26, 2024 | a. Arahan DU / President Director's Direction<br>b. Safety Awareness<br>c. ESG/Sustainability Update<br>d. Update Tanggapan Atas Kinerja s.d Triwulan 3 Tahun 2024 dari Asdep Logistik / Update on Response to Performance until Quarter 3 of 2024 from Deputy Assistant for Logistics<br>e. Pembahasan Laporan Hasil Rakornis Issue Strategis Perkeretaapian dengan DJKA / Discussion of Report on Results of Coordination Meeting on Railway Strategic Issues with DJKA<br>f. Update Persiapan Rencana Kunjungan Menteri PKP dan Wamen BUMN terkait Tinjauan Aset KAI untuk Pembangunan Perumahan / Update on Preparation of Visit Plan of Minister of Housing and Residential Areas and Deputy Minister of State-Owned Enterprises related to KAI Asset Review for Housing Development | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | John Robertho                        | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sandry N Pasambuna                   | Hadir / Present        |                                            |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Salusra Wijaya                       | Hadir / Present        |                                            |

| No | Tanggal / Date                     | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
|----|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|--------------------------------------------|
| 29 | 3 Desember 2024 / December 3, 2024 | a. Arahan DU / President Director's Direction<br>b. Safety Awareness<br>c. Update Persiapan KAIS Nataru, GAPEKA 2025, dan Evaluasi Keterlambatan KA / Update on Preparation of Inspection Trains (KAIS) for Christmas and New Year, GAPEKA 2025, and Evaluation of Train Delays<br>d. Update Program Direktur SDM / Update on Director of Human Capital Program<br>e. Pendanaan Kredit Investasi dan Pengadaan Jasa Konsultan Pengawasan atas Pengadaan 612 Kereta New generation / Funding of Investment Credit and Procurement of Supervisory Consultant Services for the Procurement of 612 New Generation Trains | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Heru Kuswanto                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | John Robertho                        | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Sandry N Pasambuna                   | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Suparno                              | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Salusra Wijaya                       | Hadir / Present        |                                            |

**Agenda, Tanggal, dan Kehadiran Rapat Gabungan Direksi bersama Dewan Komisaris Tahun 2024**

Di tahun 2024, Direksi telah mengikuti rapat gabungan bersama Dewan Komisaris sebanyak 15 kali rapat. Informasi agenda, tanggal dan kehadiran rapat gabungan Direksi bersama Dewan Komisaris di tahun 2024 adalah sebagai berikut:

**Agenda, Date, and Attendance of Joint Meeting of the Board of Directors and the Board of Commissioners in 2024**

In 2024, the Board of Directors attended 15 joint meetings with the Board of Commissioners. Information on the agenda, date, and attendance of joint meetings of the Board of Directors and the Board of Commissioners in 2024 is as follows:

**Tabel Agenda, Tanggal dan Peserta Rapat Gabungan Tahun 2024**

**Table of Agenda, Date and Participants of the Joint Meeting in 2024**

| No | Tanggal / Date                     | Agenda Rapat / Meeting Agenda                                                                   | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence                                                                                                |
|----|------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 8 Januari 2024 / January 8, 2024   | Pembahasan Aksi Korporasi KCJB / Discussion of Jakarta-Bandung High-Speed Rail Corporate Action | Didiek Hartantyo                     | Tidak Hadir / Absent   | a. Didiek Hartantyo (Rapat dengan Eksternal / Meeting with External)<br>b. Heru Kuswanto (Rapat dengan Eksternal / Meeting with External) |
|    |                                    |                                                                                                 | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Heru Kuswanto                        | Tidak Hadir / Absent   |                                                                                                                                           |
|    |                                    |                                                                                                 | John Robertho                        | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Sandry N Pasambuna                   | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Suparno                              | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                           |
| 2  | 17 Januari 2024 / January 17, 2024 | Pembahasan Surat Usulan PMN Kepada PT KCI / Discussion of PMN Proposal Letter to PT KCI         | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                         |
|    |                                    |                                                                                                 | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | John Robertho                        | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Sandry N Pasambuna                   | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Suparno                              | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                           |
|    |                                    |                                                                                                 | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                           |



| No | Tanggal / Date               | Agenda Rapat / Meeting Agenda                                                                                           | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence                                                                                                                                                                                                |
|----|------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3  | 5 April 2024 / April 5, 2024 | Pembahasan Beban TAC PT KAI (Persero) Tahun 2023 / Discussion of PT KAI (Persero) TAC Burden in 2023                    | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                                                                                                         |
|    |                              |                                                                                                                         | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Dadan Rudiansyah                     | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |
| 4  | 8 Mei 2024 / May 8, 2024     | Pembahasan Kinerja Triwulan I 2024 PT KAI (Persero) / Discussion of PT KAI (Persero)'s First Quarter 2024 Performance   | Didiek Hartantyo                     | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Dadan Rudiansyah                     | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |
| 5  | 20 Juni 2024 / June 20, 2024 | Pembahasan Kinerja Audited 2023 / Discussion of 2023 Audited Performance                                                | Didiek Hartantyo                     | Hadir / Present        | a. Hadis Surya Palapa (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>b. Heru Kuswanto (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>c. Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad) |
|    |                              |                                                                                                                         | Hadis Surya Palapa                   | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Heru Kuswanto                        | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Dadan Rudiansyah                     | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rudi As Aturridha                    | Tidak Hadir / Absent   |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |
| 6  | 26 Juni 2024 / June 26, 2024 | Pembahasan Penyelesaian CDS KCJB / Discussion on Cash Deficiency Support Settlement for Jakarta-Bandung High-Speed Rail | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                                                                                                         |
|    |                              |                                                                                                                         | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | John Robertho                        | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Dadan Rudiansyah                     | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                                                                                                           |
|    |                              |                                                                                                                         | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                                                                                                           |

| No | Tanggal / Date                         | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence |
|----|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|--------------------------------------------|
| 7  | 11 September 2024 / September 11, 2024 | a. Penyelesaian CDS tahun 2024 dan jangka panjang / Settlement of Cash Deficiency Support in 2024 and long term<br>b. Evaluasi kinerja, upaya peningkatan kinerja dan pendapatan efisiensi biaya di KCIC / Performance evaluation, efforts to improve performance and cost efficiency income at KCIC<br>c. Laporan realisasi setoran modal dan/atau SHL kepada PSBI/KCIC / Report on realization of capital deposits and/or SHL to PSBI/KCIC<br>d. Laporan serapan PMN yang disalurkan kepada PSBI/KCIC / Report on absorption of PMN distributed to PSBI/KCIC<br>e. Isu strategis lainnya terkait KCJB / Other strategic issues related to the Jakarta-Bandung High-Speed Train | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
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|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Dadan Rudiansyah                     | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rosma Handayani                      | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Salusra Wijaya                       | Hadir / Present        |                                            |
| 8  | 2 Oktober 2024 / October 2, 2024       | Pembahasan rencana jangka panjang perusahaan / Discussion of the Company's long-term plans                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
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|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Salusra Wijaya                       | Hadir / Present        |                                            |
| 9  | 23 Oktober 2024 / October 23, 2024     | Pembahasan road map pengelolaan SDM, Mekanisme koordinasi komite nominasi dan remunerasi dan follow up masalah pelanggaran (fraud) pekerja / Discussion of the Human Capital management roadmap, the nomination and remuneration committee coordination mechanism, and follow-up on employee fraud issues.                                                                                                                                                                                                                                                                                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
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|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | John Robertho                        | Hadir / Present        |                                            |
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|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rudi As Aturridha                    | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Salusra Wijaya                       | Hadir / Present        |                                            |
| 10 | 28 Oktober 2024 / October 28, 2024     | Pembahasan RKAP 2025 dan Laporan ICOFR / Discussion of RKAP 2025 and ICOFR Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Didiek Hartantyo                     | Hadir / Present        | -                                          |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Hadis Surya Palapa                   | Hadir / Present        |                                            |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Awan Hermawan Purwadinata            | Hadir / Present        |                                            |
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| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence                                                                                                                  |
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| 11 | 13 November 2024 / November 13, 2024 | a. Usulan aksi korporasi penghapusbukuan dan kerjasama aset PT KAI / Proposal for corporate action to write off and cooperate with PT KAI assets<br>b. Evaluasi atas pelaksanaan kerjasama dengan pihak ketiga yang telah berjalan / Evaluation of the implementation of cooperation with third parties that has been running<br>c. Rencana optimalisasi aset PT KAI / Plan to optimize PT KAI assets<br>d. Isu strategis lainnya terkait pelaksanaan Direktorat Perencanaan Strategis dan pengelolaan sarana / Other strategic issues related to the implementation of the Directorate of Strategic Planning and management of facilities | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                           |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                             |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                             |
| 12 | 13 November 2024 / November 13, 2024 | Pembahasan kinerja Triwulan III Tahun 2024 / Discussion of performance for the Third Quarter of 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | a. Hadis Surya Palapa (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>b. Rosma Handayani (Perjalanan Dinas Luar Negeri / Official Travel Abroad) |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Tidak Hadir / Absent   |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                             |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                             |
| 13 | 20 November 2024 / November 20, 2024 | Pembahasan rencana setoran modal PT KAI kepada PT MITJ Tahun 2023 / Discussion of PT KAI's capital injection plan to PT MITJ in 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                           |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                             |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                             |
| 14 | 4 Desember 2024 / December 4, 2024   | Pembahasan rancangan peraturan Direksi tentang pedoman penerapan Manajemen Risiko / Discussion of the draft Board of Directors regulations on guidelines for implementing Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Didiek Hartantyo                     | Hadir / Present        | -                                                                                                                                                           |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                             |
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|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Dadan Rudiansyah                     | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rudi As Aturridha                    | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                             |

| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                       | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reason for Absence                                                                                                                  |
|----|--------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 | 18 Desember 2024 / December 18, 2024 | Pembahasan usulan rencana setoran modal kepada PT KCI / Discussion of the proposed capital injection plan to PT KCI | Didiek Hartantyo                     | Tidak Hadir / Absent   | a. Didiek Hartantyo (Perjalanan Dinas Luar Negeri / Official Travel Abroad)<br>b. Rudi As Aturridha (Perjalanan Dinas Luar Negeri / Official Travel Abroad) |
|    |                                      |                                                                                                                     | Hadis Surya Palapa                   | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                     | Awan Hermawan Purwadinata            | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                     | Heru Kuswanto                        | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                     | John Robertho                        | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                     | Dadan Rudiansyah                     | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                     | Rosma Handayani                      | Hadir / Present        |                                                                                                                                                             |
|    |                                      |                                                                                                                     | Rudi As Aturridha                    | Tidak Hadir / Absent   |                                                                                                                                                             |
|    |                                      |                                                                                                                     | Salusra Wijaya                       | Hadir / Present        |                                                                                                                                                             |

### PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI

#### Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Anggota Direksi

Kebijakan pelatihan dan/atau peningkatan kompetensi bagi anggota Direksi diatur melalui Board Manual, dengan uraian ketentuan sebagai berikut:

1. Setiap anggota Direksi yang mengikuti program peningkatan kapabilitas seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada anggota Dewan Komisaris lainnya dalam rangka berbagai informasi dan pengetahuan (*sharing knowledge*).
2. Anggota Direksi yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas, dan laporan tersebut disampaikan kepada Dewan Komisaris.
3. Program Peningkatan Kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas pelaksanaan tugas Direksi.
4. Rencana untuk melakukan Program Peningkatan Kapabilitas harus dimasukkan dalam RKAP.
5. Setiap Anggota Direksi yang mengikuti Program Peningkatan Kapabilitas seperti seminar diminta untuk berbagi informasi dengan anggota Direksi lainnya.

Program peningkatan kapabilitas dapat berbentuk seminar, lokakarya, pelatihan, pelatihan *in-house*, studi banding, dan program lainnya yang berkaitan dengan:

1. Pengetahuan terkait prinsip hukum korporasi dan *updating* peraturan perundang-undangan yang berhubungan dengan kegiatan usaha perusahaan.
2. Pengetahuan terkait Lingkungan Bisnis dan isu perekonomian terkini.
3. Pengetahuan terkait Manajemen Strategis.
4. Pengetahuan terkait Kepemimpinan efektif.

### TRAINING AND/OR COMPETENCY DEVELOPMENT FOR THE BOARD OF DIRECTORS

#### Training and/or Competency Development Policy for Members of the Board of Directors

The training and/or competency development policy for members of the Board of Directors is regulated through the Board Manual, as follows:

1. Every member of the Board of Directors who takes part in capability improvement programs such as seminars and/or training is asked to present presentations to other members of the Board of Commissioners regarding various information and knowledge (*sharing knowledge*).
2. The member of the Board of Directors concerned is responsible for making a report regarding the implementation of the capability improvement program, and the report is submitted to the Board of Commissioners.
3. The Capability Improvement Program is implemented in order to increase the effectiveness of carrying out the duties of the Board of Directors.
4. Plans to carry out the Capability Improvement Program must be included in the RKAP.
5. Every member of the Board of Directors who takes part in Capability Improvement Programs such as seminars is asked to share information with other members of the Board of Directors.

Competency development programs can be held through seminars, workshops, training, *in-house* training, comparative studies, and other programs related to:

1. Knowledge related to corporate legal principles and updating laws and regulations related to company business activities.
2. Knowledge related to the Business Environment and current economic issues.
3. Knowledge related to Strategic Management.
4. Knowledge related to effective leadership.

5. Pengetahuan terkait manajemen perubahan yang menuju pencapaian visi dan misi perusahaan.
6. Pengetahuan terkait tugas fungsi pengawasan Sistem Pengendalian Internal, Manajemen Risiko, Sistem Manajemen Mutu, Internal Audit, *Good Corporate Governance*, Sistem Informasi Teknologi, Kebijakan Akuntansi dan Pelaporan Keuangan, Pengelolaan Human Capital, dan Kebijakan Pengadaan Barang dan Jasa.
7. Pengetahuan terkait perusahaan pesaing, pengganti, perusahaan kelas dunia/*benchmark*.

5. Knowledge related to change management towards achieving the company's vision and mission.
6. Knowledge related to the supervisory functions of Internal Control Systems, Risk Management, Quality Management Systems, Internal Audit, *Good Corporate Governance*, Information Technology Systems, Accounting and Financial Reporting Policies, Human Capital Management, and Goods and Services Procurement Policies.
7. Knowledge regarding competing companies, substitutes, world class companies/*benchmark*.

### Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Anggota Direksi Tahun 2024

Pelatihan dan/atau peningkatan kompetensi yang diikuti oleh masing-masing anggota Direksi di tahun 2024 adalah sebagai berikut:

### Training and/or Competency Development Attended by the Members of the Board of Commissioners in 2024

Training and/or competency development programs attended by the members of the Board of Commissioners in 2024 are as follows:

**Tabel Pelatihan dan/atau Peningkatan Kompetensi Direksi Tahun 2024**

**Table of the Board of Directors Training and/or Competency Development in 2024**

| No | Nama / Name               | Jabatan / Position                                                                                                | Pelatihan / Training                                          | Waktu / Time                                               | Lokasi / Location                                                  | Penyelenggara / Organizer   |
|----|---------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------|
| 1  | Didiek Hartantyo          | Direktur Utama / President Director                                                                               | <i>Business Blind Spot: Tackling Unseen Future Risks</i>      | 17-18 Desember 2024 / December 17-18, 2024                 | Bali, Indonesia                                                    | Markplus Indonesia          |
|    |                           |                                                                                                                   | Qualified Risk Governance Professional (QRGP)                 | 15 Oktober 2024 / October 15, 2024                         | Online                                                             | LSP - MKS                   |
| 2  | Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                                                                    | CEO Academy                                                   | 12-13 November 2024 / November 12-13, 2024                 | New York, Amerika Serikat / New York, The United States of America | Wharton Executive Education |
|    |                           |                                                                                                                   | Qualified Risk Governance Professional (QRGP)                 | 15 Oktober 2024 / October 15, 2024                         | Online                                                             | LSP - MKS                   |
| 3  | Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operation                                                                 | <i>Safety Training</i>                                        | 21-25 Oktober 2024 / October 21-25, 2024                   | Jepang                                                             | JR EAST                     |
|    |                           |                                                                                                                   | CEO Academy                                                   | 12-13 November 2024 / November 12-13, 2024                 | New York, Amerika Serikat / New York, The United States of America | Wharton Executive Education |
|    |                           |                                                                                                                   | CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business | 31 Oktober-1 November 2024 / October 31 - November 1, 2024 | Bali, Indonesia                                                    | Markplus Indonesia          |
|    |                           |                                                                                                                   | Qualified Risk Governance Professional (QRGP)                 | 15 Oktober 2024 / October 15, 2024                         | Online                                                             | LSP - MKS                   |
| 4  | Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                              | <i>Leading Digital Execution</i>                              | 9-13 September / September 9-13                            | Lausanne, Switzerland                                              | Lausanne, Switzerland       |
|    |                           |                                                                                                                   | Qualified Risk Governance Professional (QRGP)                 | 15 Oktober 2024 / October 15, 2024                         | Online                                                             | LSP - MKS                   |
| 5  | John Robertho             | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock | CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business | 31 Oktober-1 November 2024 / October 31 - November 1, 2024 | Bali, Indonesia                                                    | Markplus Indonesia          |
|    |                           |                                                                                                                   | ESG Fundamental                                               | 17-19 September 2024 / September 17-19, 2024               | Bali, Indonesia                                                    | CRMS                        |
|    |                           |                                                                                                                   | Qualified Risk Governance Professional (QRGP)                 | 15 Oktober 2024 / October 15, 2024                         | Online                                                             | LSP - MKS                   |
| 6  | Dadan Rudiansyah          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                      | <i>Safety Training</i>                                        | 21-25 Oktober 2024 / October 21-25, 2024                   | Jepang                                                             | JR EAST                     |
|    |                           |                                                                                                                   | CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business | 31 Oktober-1 November 2024 / October 31 - November 1, 2024 | Bali, Indonesia                                                    | Markplus Indonesia          |
|    |                           |                                                                                                                   | Qualified Risk Governance Professional (QRGP)                 | 15 Oktober 2024 / October 15, 2024                         | Online                                                             | LSP - MKS                   |



| No | Nama / Name       | Jabatan / Position                                                                                                  | Pelatihan / Training                                                           | Waktu / Time                               | Lokasi / Location     | Penyelenggara / Organizer |
|----|-------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------|-----------------------|---------------------------|
| 7  | Rosma Handayani   | Direktur SDM dan Umum / Managing Director of HC and General Affairs                                                 | Data for Decision Makers                                                       | 12-13 November 2024 / November 12-13, 2024 | Melbourne, Australia  | Melbourne Business School |
|    |                   |                                                                                                                     | Qualified Risk Governance Professional (QRGP)                                  | 15 Oktober 2024 / October 15, 2024         | Online                | LSP - MKS                 |
| 8  | Rudi As Aturridha | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations | • Leading Digital Execution<br>• Qualified Risk Governance Professional (QRGP) | 9-13 September 2024 / September 9-13, 2024 | Lausanne, Switzerland | IMD Business School       |
|    |                   |                                                                                                                     | Qualified Risk Governance Professional (QRGP)                                  | 15 Oktober 2024 / October 15, 2024         | Online                | LSP - MKS                 |
| 9  | Salusra Wijaya    | Direktur Keuangan / Managing Director of Finance                                                                    | Succeeding as a Strategic CFO                                                  | 6-9 September 2024 / September 6-9, 2024   | Boston, US            | Harvard Business School   |
|    |                   |                                                                                                                     | Qualified Risk Governance Professional (QRGP)                                  | 15 Oktober 2024 / October 15, 2024         | Online                | LSP - MKS                 |

### PROGRAM PENGENALAN BAGI DIREKSI BARU TAHUN 2024

Perseroan menerapkan program pengenalan bagi anggota Direksi yang diangkat untuk pertama kali. Program pengenalan bagi anggota Direksi dilaksanakan di bawah tanggung jawab Sekretaris Perusahaan, atau pihak lain yang menjalankan fungsi sebagai Sekretaris Perusahaan.

Program pengenalan diterapkan guna memberikan pemahaman mendasar bagi anggota Direksi baru, terkait hal-hal sebagai berikut:

1. Pelaksanaan prinsip-prinsip GCG oleh BUMN.
2. Gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.
3. Keterangan berkaitan dengan struktur organisasi perusahaan, aturan dasar perusahaan, dan fasilitas Direksi.
4. Kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.
5. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris/Dewan Pengawas dan Direksi serta hal-hal yang tidak diperbolehkan.

Program pengenalan bagi Direktur yang baru yaitu Dadan Rudiansyah sebagai Direktur Keselamatan dan Keamanan telah dilaksanakan pada tanggal 7 Maret 2024 dan Rosma Handayani sebagai Direktur SDM dan Umum, telah dilaksanakan pada tanggal 14 Maret 2024.

### INDUCTION PROGRAM FOR NEW MEMBERS OF THE BOARD OF DIRECTORS IN 2024

The Company implements an induction program for members of the Board of Directors who are appointed for the first time. The induction program for members of the Board of Directors is carried out under the responsibility of the Corporate Secretary, or other parties who function as Corporate Secretary.

The induction program is implemented to provide a basic understanding for new members of the Board of Directors, related to the following matters:

1. Implementation of GCG principles by SOE.
2. Description of SOE related to the objectives, nature, and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues.
3. Information related to the company's organizational structure, company basic rules, and facilities for the Board of Directors.
4. Delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee.
5. Information regarding the duties and responsibilities of the Board of Commissioners/ Supervisory Board and the Board of Directors and matters that are not permitted.

The induction program for the new Directors, namely Dadan Rudiansyah as Director of Safety and Security, was implemented on March 7, 2024 and Rosma Handayani as Director of HR and General Affairs, was implemented on March 14, 2024.

## KEPUTUSAN DAN PELAKSANAAN TUGAS DIREKSI

Di sepanjang tahun 2024, Direksi telah mengeluarkan sebanyak 245 Dokumen Keputusan berupa Peraturan Perusahaan, Surat Keputusan, SOP, Surat Edaran, Instruksi, serta Maklumat, dengan perincian sebagai berikut:

| Dokumen / Documents                        | Jumlah / Total |
|--------------------------------------------|----------------|
| Peraturan Perusahaan / Company Regulations | 45             |
| Surat Keputusan / Decrees                  | 87             |
| SOP / SOPs                                 | 94             |
| Surat Edaran / Circular Letters            | 12             |
| Instruksi / Instructions                   | 3              |
| Maklumat / Announcements                   | 4              |

Direksi juga telah melaksanakan tugas dan tanggung jawab sesuai tata laksana kerja di dalam Board Manual serta rencana kerja tahun 2024, dengan perincian sebagai berikut:

1. Menjalankan kepentingan perusahaan sesuai dengan maksud dan tujuan sesuai Anggaran Dasar.
2. Menyelenggarakan RUPS Pengesahan RKAP Tahun 2024 dan RUPS Pertanggungjawaban Keuangan Tahun Buku 2023.
3. Membentuk komite di bawah Direksi dengan tugas membantu efektivitas pelaksanaan tugas Direksi.
4. Menyampaikan laporan kepada Dewan Komisaris secara tepat waktu, akurat, relevan dan lengkap yaitu Laporan Triwulan, Laporan Semester dan Laporan Tahunan.
5. Direksi menyampaikan informasi mengenai identitas, pekerjaan-pekerjaan utamanya, jabatan Dewan Komisaris di Anak Perusahaan/perusahaan patungan dan/atau Perseroan lain, termasuk rapat-rapat yang dilakukan dalam satu tahun buku (rapat internal maupun rapat gabungan dengan Dewan Komisaris), serta gaji, fasilitas, dan/atau tunjangan lain yang diterima dari Perseroan dan Anak Perusahaan/perusahaan patungan, untuk dimuat dalam Laporan Tahunan Perseroan.

## PENILAIAN TERHADAP KINERJA KOMITE DIREKSI DAN DASAR PENILAIANNYA

Di tahun 2024, Direksi melaksanakan tugas dan tanggung jawabnya dengan dibantu oleh komite-komite di bawah Direksi. Penjelasan mengenai hal tersebut beserta penilaian kinerja masing-masing komite adalah sebagai berikut:

## DECISION AND IMPLEMENTATION OF THE BOARD OF DIRECTORS DUTIES

Throughout 2024, the Board of Directors issued a total of 245 Decision Documents in the form of Company Regulations, Decrees, SOPs, Circulars, Instructions and Declarations, with the following details:

The Board of Directors has fulfilled its duties and responsibilities in accordance with the procedures outlined in the Board Manual and the 2024 work plan. The details are as follows:

1. Carry out the company's interests in accordance with the aims and objectives in accordance with the Articles of Association.
2. Organizing a GMS Ratifying the 2024 RKAP and a GMS on Financial Accountability for the 2023 Fiscal Year.
3. Forming a committee under the Board of Directors with the task of assisting the effective implementation of the Board of Directors' duties.
4. Submitting reports to the Board of Commissioners in a timely, accurate, relevant and complete manner, namely Quarterly Reports, Semester Reports and Annual Reports.
5. The Board of Directors conveys information regarding the identity, main jobs, position of the Board of Commissioners in Subsidiaries/joint companies and/or other Companies, including meetings held in one financial year (internal meetings or joint meetings with the Board of Commissioners), as well as salaries, facilities, and/or other benefits received from the Company and its Subsidiaries/joint companies, to be included in the Company's Annual Report.

## ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS COMMITTEE AND THE BASIS FOR THE ASSESSMENT

In 2024, the Board of Directors carries out its duties and responsibilities assisted by committees under the Board of Directors. An explanation of this matter along with the performance assessment of each committee is as follows:

### 1. Komite Verifikasi Kinerja Pekerja

Komite ini dibentuk guna mendukung percepatan progres verifikasi kinerja pekerja dan dalam rangka mewujudkan pelaksanaan sistem manajemen kinerja pekerja.

### 2. Komite Keselamatan Tingkat Pusat

Komite ini dibentuk untuk mengatur mengenai Sistem Manajemen Keselamatan Perkeretaapian. Dalam melaksanakan tugasnya, Komite Keselamatan bertanggung jawab kepada Direktur Utama.

### 3. Komite Teknologi Informasi

Komite ini dibentuk untuk mendukung strategi bisnis dalam keseluruhan upaya pengembangan Perseroan. Diperlukan adanya kerja sama dan koordinasi seluruh bagian KAI agar pengembangan teknologi informasi dapat selaras dengan kebutuhan bisnis.

### 4. Komite Penyelesaian dan Tindak Lanjut Hasil Investigasi dan Hasil CO/Pemeriksaan Daerah atas Kejadian Kecelakaan KA

Komite ini dibentuk untuk menindaklanjuti hasil investigasi dan CO atas terjadinya kecelakaan kereta api, menetapkan pejabat yang bertanggung jawab sesuai dengan penyebab yang tertulis di dalam hasil investigasi/CO, menetapkan sanksi, dan menetapkan penghargaan kepada pekerja/ masyarakat yang dinilai telah ikut mencegah atau melakukan upaya sehingga kecelakaan KA dapat dihindari. Hasil kerja anggota komite ini dilaporkan kepada Direktur Utama.

### 5. Komite Eksekutif

Komite ini dibentuk untuk mengantisipasi perkembangan dan tuntutan perusahaan di masa depan, sehingga perlu dipersiapkan kader pimpinan yang kompeten. Komite Eksekutif bertugas untuk merumuskan, mengelola, dan melaksanakan, serta mempersiapkan kaderisasi pimpinan masa yang akan datang. Selain itu, juga membahas hal-hal strategis Perseroan.

Secara berkala, Direksi melakukan penilaian terhadap kinerja masing-masing komite secara periodik, dengan prosedur penilaian yang diterapkan melalui pelaksanaan rapat kerja. Secara mendasar, Direksi melakukan penilaian terhadap kinerja masing-masing komite berdasarkan pelaksanaan tugas selama 1 (satu) periode penilaian, yang hasilnya akan digunakan sebagai dasar pertimbangan bagi peningkatan kinerja komite di periode selanjutnya.

### 1. Employee Performance Verification Committee

This committee was formed to support the acceleration of progress in verifying employee performance and in order to realize the implementation of an employee performance management system.

### 2. Central Level Safety Committee

This committee was formed to regulate the Railway Safety Management System. In carrying out its duties, the Safety Committee is responsible to the President Director.

### 3. Information Technology Committee

This committee was formed to support business strategies in the overall development efforts of the Company. Cooperation and coordination of all parts of KAI are needed so that the development of information technology can be aligned with business needs.

### 4. Committee for Completion and Follow-up on Investigation Results and CO/Regional Inspection Results on Railway Accidents

This committee was formed to follow up on the results of investigations and COs on train accidents, determine responsible officials according to the causes written in the investigation results/COs, determine sanctions, and determine awards for employees/communities who are considered to have participated in preventing or making efforts so that train accidents can be avoided. The results of the work of the members of this committee are reported to the President Director.

### 5. Executive Committee

This committee was formed to anticipate the development and demands of the company in the future, so it is necessary to prepare competent leadership cadres. The Executive Committee is tasked with formulating, managing, and implementing, as well as preparing future leadership cadres. In addition, it also discusses strategic matters of the Company.

The Board of Directors conducts periodic assessments of each committee's performance through regularly scheduled work meetings. This evaluation is based on the committees' completion of tasks during a designated assessment period. The results of these evaluations serve as a foundation for considering improvements in the committees' performance for future periods.

Direksi menilai bahwa, di tahun 2024 masing-masing komite telah melaksanakan tugas dan tanggung jawab secara baik. Melalui pelaksanaan tugas dan tanggung jawab tersebut, Direksi menilai, masing-masing komite telah secara efektif memberi dukungan bagi pelaksanaan tugas dan tanggung jawab Direksi.

## Dewan Komisaris

*Board of Commissioners*

Dewan Komisaris merupakan organ di dalam struktur tata kelola yang bertugas dan bertanggung jawab dalam melakukan pengawasan terhadap kebijakan dan pelaksanaan pengurusan secara umum, baik terkait tata kelola maupun bisnis Perseroan, yang dilakukan oleh Direksi. Melalui tugas pengawasan tersebut, Dewan Komisaris juga bertugas untuk memberikan nasihat kepada Direksi. Fungsi pengawasan dan pemberian nasihat yang dilaksanakan oleh Dewan Komisaris mencakup penyusunan dan pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), sesuai Anggaran Dasar, keputusan pemegang saham melalui RUPS, serta peraturan perundang-undangan dan pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), sesuai Anggaran Dasar, keputusan pemegang saham melalui RUPS, serta peraturan perundang-undangan.

### TUGAS, TANGGUNG JAWAB, DAN KEWAJIBAN DEWAN KOMISARIS

Berdasarkan peraturan perundang-undangan, Anggaran Dasar, dan Board Manual, Dewan Komisaris memiliki tugas, tanggung jawab, dan kewajiban sebagai berikut:

#### Tugas Dewan Komisaris

1. Melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi; dan
2. Memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan serta ketentuan Anggaran Dasar dan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perusahaan.

In 2024, the Board of Directors determined that each committee has successfully fulfilled its duties and responsibilities. Through these efforts, the Board recognizes that each committee has effectively supported the Board of Directors in carrying out its own duties and responsibilities.

The Board of Commissioners is an organ within the governance structure that is tasked and responsible for supervising policies and general management implementation, both related to governance and the Company's business, carried out by the Board of Directors. Through its supervisory duties, the Board of Commissioners is also tasked with providing advice to the Board of Directors. The supervisory and advisory functions carried out by the Board of Commissioners include the preparation and implementation of the Company's Long Term Plan (RJPP), Company Work Plan and Budget (RKAP), in accordance with the Articles of Association, shareholder decisions through the GMS, as well as statutory regulations and implementation of the Long Term Plan. Company (RJPP), Company Work Plan and Budget (RKAP), in accordance with the Articles of Association, shareholder decisions through the GMS, as well as statutory regulations.

### DUTIES, RESPONSIBILITIES, AND OBLIGATIONS OF THE BOARD OF COMMISSIONERS

According to applicable laws and regulations, the Articles of Association, and the Board Manual, the Board of Commissioners has the following duties, responsibilities, and obligations:

#### Duties of the Board of Commissioners

1. Supervise the management policies and the overall management activities conducted by the Board of Directors concerning the Company and its business operations.
2. Provide advice to the Board of Directors, including overseeing the implementation of the Company's Long-Term Plan, Work Plan, and Budget, while ensuring compliance with the Articles of Association, decisions made at the General Meeting of Shareholders, and relevant laws and regulations, all for the benefit of the Company and in line with its intended purpose.

### Tanggung Jawab Dewan Komisaris

1. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya;
2. Bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya. Dalam hal Dewan Komisaris terdiri dari 2 (dua) anggota atau lebih maka tanggung jawab secara renteng bagi setiap anggota Dewan Komisaris;
3. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian sebagaimana dimaksud pada angka 2 (dua) apabila dapat membuktikan:
  - a. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
  - b. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian;
  - c. Telah memberikan nasihat kepada Direksi untuk mencegah timbulnya atau berlanjutnya kerugian tersebut.

### Kewajiban Dewan Komisaris

Dewan Komisaris memiliki kewajiban sebagai berikut:

1. Kewajiban terhadap Pemegang Saham dan RUPS
  - a. Menyusun program kerja tahunan dan memasukkannya ke dalam Rencana Kerja dan Anggaran Tahunan;
  - b. Memberikan laporan tentang tugas pengawasan yang telah dilakukan setelah tahun buku yang baru lampau kepada Rapat Umum Pemegang Saham;
  - c. Mengajukan usulan indikator pencapaian kinerja Dewan Komisaris individu dan kumulatif untuk ditetapkan oleh (RUPS);
  - d. Menyampaikan laporan triwulanan perkembangan realisasi indikator pencapaian kinerja kepada Pemegang Saham;
  - e. Mengusulkan akuntan publik kepada RUPS;
  - f. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan serta saran-saran yang telah disampaikan kepada Direksi untuk memperbaiki permasalahan yang terjadi;
  - g. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai laporan tahunan, apabila diminta;
  - h. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat, dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepentingan Perseroan;

### Responsibilities of the Board of Commissioners

1. Each member of the Board of Commissioners holds personal liability for any losses incurred by the Company if they are found to have acted negligently or wrongdoing in fulfilling their duties;
2. Be personally responsible for the Company's losses if the person concerned is guilty or negligent in carrying out their duties. In the event that the Board of Commissioners consists of 2 (two) or more members, each member of the Board of Commissioners is jointly responsible
3. Members of the Board of Commissioners cannot be held responsible for the losses outlined in item 2 (two) if they can demonstrate that they:
  - a. Supervised with good faith and diligence in the interest of the Company and aligned with its intended purpose;
  - b. Had no personal interest, either directly or indirectly, in the actions of the Board of Directors that led to the losses;
  - c. Offered advice to the Board of Directors to avert or mitigate such losses.

### Obligations of the Board of Commissioners

The Board of Commissioners has the following obligations:

1. Obligations to Shareholders and the GMS
  - a. Prepare an annual work program and include it in the Annual Work Plan and Budget;
  - b. Provide a report on the supervisory duties carried out during the previous financial year to the GMS;
  - c. Submit proposals for individual and cumulative performance achievement indicators for the Board of Commissioners to be determined by the GMS;
  - d. Submit quarterly reports on the progress of achieving the performance indicators to shareholders;
  - e. Propose a public accountant to the GMS;
  - f. Report immediately to the GMS if there are signs of declining company performance, including suggestions submitted to the Board of Directors to address the issues;
  - g. Provide explanations, opinions, and suggestions to the GMS regarding the annual report, if requested;
  - h. Monitor the Company's activities and provide opinions and suggestions to the GMS on any matters deemed important for the company's interests;



- i. Memberikan pendapat dan saran kepada RUPS mengenai Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) mengenai alasan Dewan Komisaris menandatangani RJP dan RKAP;
    - j. Menandatangani laporan manajemen dan laporan tahunan. Dalam hal terdapat anggota Dewan Komisaris tidak bersedia menandatangani laporan tahunan, maka harus disebutkan alasannya secara tertulis.
  2. Kewajiban terhadap Para Pemangku Kepentingan
    - a. Membuat mekanisme menghimpun masukan dan keluhan para pemangku kepentingan;
    - b. Membuat mekanisme pembahasan masukan dan keluhan para pemangku kepentingan;
    - c. Membuat mekanisme komunikasi kepada Direksi terkait masukan dan keluhan para pemangku kepentingan.
  3. Kewajiban terkait Pencalonan Anggota Direksi (Nominasi) dan Remunerasi
    - a. Mengusulkan calon anggota Direksi Perseroan kepada Pemegang Saham;
    - b. Melakukan penelaahan dan pengawasan untuk memastikan bahwa Perseroan telah memiliki strategi dan kebijakan nominasi yang meliputi proses analisis organisasi, prosedur dan kriteria rekrutmen, seleksi dan promosi;
    - c. Melakukan kajian atas sistem remunerasi yang sesuai bagi anggota Dewan Komisaris dan Direksi dan mengajukan kepada RUPS;
    - d. Memastikan bahwa Perseroan memiliki sistem remunerasi yang transparan berupa gaji atau honorarium, tunjangan dan fasilitas yang bersifat tetap dan insentif yang bersifat variabel;
    - e. Menyusun kebijakan mengenai pengajuan usulan remunerasi Direksi kepada RUPS;
    - f. Menelaah usulan remunerasi Direksi bersama dengan komite terkait;
    - g. Mengusulkan insentif kinerja/tantiem, mempertimbangkan penilaian kinerja Direksi; dan
    - h. Menyampaikan usulan remunerasi (gaji, tunjangan, dan fasilitas serta tantiem/insentif kinerja) Direksi kepada RUPS.
- i. Offer opinions and suggestions to the GMS regarding the Company's Long-Term Plan (RJPP) and the Company's Work and Budget Plan (RKAP), including reasons for the Board of Commissioners' endorsement of the RJPP and RKAP;
    - j. Sign the management report and the annual report. If a member of the Board of Commissioners is unwilling to sign the annual report, they must provide a written explanation.
  2. Obligations to Stakeholders
    - a. Establish a mechanism for collecting input and complaints from stakeholders.
    - b. Create a system for discussing input and complaints from stakeholders.
    - c. Develop a communication channel to inform the Board of Directors about stakeholder input and complaints.
  3. Obligations Related to the Nomination of Members of the Board of Directors and Remuneration
    - a. Propose candidates for the Company's Board of Directors to shareholders;
    - b. Conduct a review and supervision to ensure the Company has a nomination strategy and policy that includes organizational analysis processes as well as recruitment, selection, and promotion criteria;
    - c. Review the remuneration system for members of the Board of Commissioners and the Board of Directors, and submit it to the GMS;
    - d. Ensure the Company has a transparent remuneration system, including fixed and variable incentives, as well as salary or honorarium and allowances;
    - e. Prepare policies for submitting proposals on the remuneration of the Board of Directors to the GMS;
    - f. Review remuneration proposals for the Board of Directors in collaboration with the relevant committees;
    - g. Propose performance incentives or bonuses based on the performance assessment of the Board of Directors;
    - h. Submit proposals for the remuneration (salary, allowances, facilities, and bonuses/performance incentives) of the Board of Directors to the GMS.

#### 4. Kewajiban Penilaian Kerja

- a. RUPS menetapkan indikator pencapaian kinerja (*Key Performance Indicator*) Dewan Komisaris berdasarkan usulan Dewan Komisaris.
- b. Indikator pencapaian kinerja merupakan ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab, pengawasan serta pemberian nasihat oleh Dewan Komisaris sesuai dengan peraturan perundang-undangan dan/ atau anggaran dasar memuat sekurang-kurangnya:
  - i. Tingkat kehadirannya dalam rapat internal, rapat gabungan Dewan Komisaris dan Direksi, maupun Rapat dengan komite-komite yang ada;
  - ii. Kehadiran dalam proses pengawasan Perseroan;
  - iii. Keterlibatan dalam tugas tertentu;
  - iv. Arahan-arahan terhadap Perseroan; dan
  - v. Ketaatan terhadap peraturan perundang-undangan yang berlaku, anggaran dasar, ketentuan RUPS, serta kebijakan Perseroan.
- c. Melaksanakan *self-assessment*, evaluasi kinerja Dewan Komisaris, masing-masing anggota, dan komite yang diatur lebih lanjut Keputusan dengan Dewan Komisaris.
- d. Dewan Komisaris wajib menyampaikan laporan triwulanan perkembangan realisasi Indikator Pencapaian Kinerja kepada para Pemegang Saham/ Menteri.
- e. Dalam melakukan penilaian terhadap kinerja Direksi, Dewan Komisaris:
  - i. Menyusun kebijakan mengenai penilaian kinerja Direksi dan pelaporannya kepada Pemegang Saham;
  - ii. Menelaah kriteria, target dan indikator kriteria utama yang tercakup dalam kontrak manajemen Direksi/rencana kerja dan anggaran Perseroan baik secara individu maupun kolegal dan menyampaikannya kepada Pemegang Saham.

#### 5. Kewajiban Pengawasan Sistem Pengendalian Internal

- a. Membuat mekanisme pengawasan kebijakan Sistem Pengendalian Internal;
- b. Memastikan efektivitas Sistem Pengendalian Internal;
- c. Memastikan efektivitas Auditor Internal dan Eksternal dengan menilai kompetensi, independensi serta ruang lingkup Auditor Internal dan Eksternal;

#### 4. Work Assessment Obligations

- a. The GMS determines the performance achievement indicators (*Key Performance Indicators*) for the Board of Commissioners based on their proposals.
- b. Performance achievement indicators measure the success of the Board of Commissioners' duty implementation, supervision, and advisory roles, in compliance with laws and regulations and/or company articles of association. These indicators include at least:
  - i. Attendance at internal meetings, joint meetings of the Board of Commissioners and the Board of Directors, and committee meetings;
  - ii. Participation in the Company's supervision process;
  - iii. Involvement in specific tasks;
  - iv. Providing directives to the Company; and
  - v. Compliance with applicable laws and regulations, articles of association, GMS provisions, and company policies.
- c. Conduct a self-assessment and performance evaluation of the Board of Commissioners, individual members, and committees, as further regulated by the Board of Commissioners' decisions.
- d. The Board of Commissioners must submit quarterly reports on the progress of the performance achievement indicators to shareholders.
- e. In assessing the performance of the Board of Directors, the Board of Commissioners:
  - i. Prepares policies for assessing the performance of the Board of Directors and reporting these assessments to shareholders;
  - ii. Reviews the criteria, targets, and key indicators outlined in the Board of Directors' management contract and work plan and budget, both individually and collectively, and submits them to shareholders.

#### 5. Obligations to Oversee the Internal Control System

- a. Develop a comprehensive mechanism for monitoring the Internal Control System policies;
- b. Ensure the Internal Control System operates effectively and efficiently;
- c. Evaluate the performance of both Internal and External Auditors, assessing their competence, independence, and the scope of their work;

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| <ul style="list-style-type: none"> <li>d. Memastikan Auditor Internal, Eksternal, dan Komite Audit memiliki akses terhadap informasi mengenai Perseroan yang diperlukan untuk melaksanakan tugasnya;</li> <li>e. Membuat program pengawasan Sistem Pengendalian Internal dan memasukkannya ke dalam RKA Perseroan; dan</li> <li>f. Memberikan arahan-arahan terkait perbaikan Kebijakan Sistem Pengendalian Internal.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>d. Facilitate access to necessary information for Internal and External Auditors, as well as the Audit Committee, to perform their responsibilities effectively;</li> <li>e. Establish a supervisory program for the Internal Control System and incorporate it into the Company's Work Plan and Budget (RKA); and</li> <li>f. Provide guidance on enhancements to the Internal Control System policies.</li> </ul>                                                                                                                                                                                                                                                                            |
| <p>6. Kewajiban Pengawasan Sistem Manajemen Mutu dan Pelayanan</p> <ul style="list-style-type: none"> <li>a. Membuat mekanisme pengawasan kebijakan Sistem Manajemen Mutu dan Pelayanan;</li> <li>b. Membuat program pengawasan Sistem Manajemen Mutu dan Pelayanan serta memasukkannya ke dalam RKAP/<i>Enterprise Risk Management</i> (ERM); dan</li> <li>c. Memberikan arahan-arahan terkait perbaikan Kebijakan Sistem Manajemen Mutu dan Pelayanan.</li> </ul>                                                                                                                                                                                                                                                                                                                                          | <p>6. Obligations to Oversee the Quality and Service Management System</p> <ul style="list-style-type: none"> <li>a. Establish a framework for supervising the Quality and Service Management System policies;</li> <li>b. Create a supervisory program for the Quality and Service Management System and include it in the Work Plan and Budget (RKAP) or the Enterprise Risk Management (ERM) framework; and</li> <li>c. Offer guidance for improvements in the Quality and Service Management System policies.</li> </ul>                                                                                                                                                                                                          |
| <p>7. Kewajiban pengawasan Pengelolaan Manajemen Risiko Perseroan/<i>Enterprise Risk Management</i> (ERM)</p> <ul style="list-style-type: none"> <li>a. Membuat mekanisme pengawasan kebijakan Manajemen Risiko Perseroan;</li> <li>b. Membuat program pengawasan Manajemen Risiko Perseroan serta memasukkannya ke dalam RKAP; dan</li> <li>c. Memberikan arahan-arahan terkait perbaikan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                       | <p>7. Obligations to Oversee the Company's Risk Management/<i>Enterprise Risk Management</i> (ERM)</p> <ul style="list-style-type: none"> <li>a. Develop a monitoring framework for the Company's Risk Management policies;</li> <li>b. Create a monitoring program for the Company's Risk Management and integrate it into the Work Plan and Budget (RKAP); and</li> <li>c. Provide guidance on areas for enhancement in risk management practices.</li> </ul>                                                                                                                                                                                                                                                                       |
| <p>8. Kewajiban pengawasan Keterbukaan dan Kerahasiaan Informasi Perseroan</p> <ul style="list-style-type: none"> <li>a. Membuat mekanisme pengawasan kebijakan Keterbukaan dan Kerahasiaan Informasi Perseroan;</li> <li>b. Memastikan informasi tidak terbatas laporan keuangan dan laporan tahunan yang disampaikan perseroan kepada <i>shareholders</i> maupun <i>stakeholders</i> Perseroan dilakukan secara tepat waktu, lengkap, dan akurat;</li> <li>c. Memastikan data yang disampaikan ke publik sesuai peraturan perundangan yang berlaku;</li> <li>d. Membuat program pengawasan Keterbukaan dan Kerahasiaan Informasi Perseroan serta memasukkannya ke dalam RKAP;</li> <li>e. Memberikan arahan-arahan terkait perbaikan Kebijakan Keterbukaan dan Kerahasiaan Informasi Perseroan.</li> </ul> | <p>8. Obligations to Oversee Information Disclosure and Confidentiality</p> <ul style="list-style-type: none"> <li>a. Establish a mechanism for monitoring the Company's Information Disclosure and Confidentiality policies;</li> <li>b. Ensure timely, complete, and accurate disclosure of information, including financial reports and annual reports to stakeholders;</li> <li>c. Verify that public data submission complies with applicable laws and regulations;</li> <li>d. Create a monitoring program for Information Disclosure and Confidentiality, integrating it into the Work Plan and Budget (RKAP);</li> <li>e. Offer recommendations for improving Information Disclosure and Confidentiality policies.</li> </ul> |

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| <p>9. Kewajiban pengawasan Sistem Teknologi Informasi</p> <ul style="list-style-type: none"><li>a. Membuat mekanisme pengawasan kebijakan Sistem Teknologi Informasi;</li><li>b. Membuat program pengawasan Sistem Teknologi Informasi serta memasukkannya ke dalam RKAP; dan</li><li>c. Memberikan arahan-arahan terkait perbaikan Sistem Teknologi Informasi.</li></ul> <p>10. Kewajiban pengawasan pengelolaan sumber daya manusia</p> <ul style="list-style-type: none"><li>a. Membuat mekanisme pengawasan kebijakan pengelolaan sumber daya manusia;</li><li>b. Membuat program pengawasan pengelolaan sumber daya manusia serta memasukkannya ke dalam RKAP; dan</li><li>c. Memberikan arahan-arahan terkait perbaikan pengelolaan sumber daya manusia.</li></ul> <p>11. Kewajiban pengawasan Kebijakan Akuntansi dan Pelaporan Keuangan</p> <ul style="list-style-type: none"><li>a. Membuat mekanisme pengawasan kebijakan akuntansi dan pelaporan keuangan;</li><li>b. Membuat program pengawasan kebijakan akuntansi dan pelaporan keuangan serta memasukkannya ke dalam RKAP; dan</li><li>c. Memberikan arahan-arahan terkait perbaikan kebijakan akuntansi dan pelaporan keuangan.</li></ul> <p>12. Kewajiban pengawasan sistem kesehatan, keselamatan, keamanan dan lingkungan</p> <ul style="list-style-type: none"><li>a. Membuat mekanisme pengawasan kebijakan sistem kesehatan, keselamatan, keamanan, dan lingkungan;</li><li>b. Membuat program pengawasan kebijakan sistem kesehatan, keselamatan, keamanan, dan lingkungan serta memasukkannya ke dalam RKAP; dan</li><li>c. Memberikan arahan-arahan terkait perbaikan kebijakan sistem kesehatan, keselamatan, keamanan, dan lingkungan.</li></ul> <p>13. Kewajiban pengawasan praktik-praktik Tata Kelola Perusahaan</p> <ul style="list-style-type: none"><li>a. Membuat mekanisme pengawasan kebijakan tata kelola Perusahaan;</li><li>b. Membuat program pengawasan kebijakan tata kelola Perusahaan serta memasukkannya ke dalam RKAP;</li><li>c. Memberikan arahan-arahan terkait perbaikan kebijakan tata kelola Perusahaan; dan</li></ul> | <p>9. Obligations to Oversee the Information Technology System</p> <ul style="list-style-type: none"><li>a. Develop a monitoring framework for the Information Technology System policies;</li><li>b. Establish a monitoring program for the Information Technology System and incorporate it into the Work Plan and Budget (RKAP);</li><li>c. Provide guidance for improvements within the Information Technology System.</li></ul> <p>10. Obligations to Oversee Human Resource Management</p> <ul style="list-style-type: none"><li>a. Implement a mechanism for supervising human resource management policies.</li><li>b. Create a supervisory program for human resource management and integrate it into the Work Plan and Budget (RKAP).</li><li>c. Offer recommendations for improvements in human resource management practices.</li></ul> <p>11. Obligations to Oversee Accounting and Financial Reporting Policies</p> <ul style="list-style-type: none"><li>a. Establish a framework for supervising accounting and financial reporting policies;</li><li>b. Develop a program for monitoring accounting and financial reporting policies and include it in the Work Plan and Budget (RKAP);</li><li>c. Provide guidance for enhancing accounting and financial reporting policies.</li></ul> <p>12. Obligations to Oversee Health, Safety, Security, and Environmental Systems</p> <ul style="list-style-type: none"><li>a. Create a mechanism for supervising policies related to health, safety, security, and the environment;</li><li>b. Develop a monitoring program for health, safety, security, and environmental policies and include it in the Work Plan and Budget (RKAP); and</li><li>c. Offer guidance on improvements in health, safety, security, and environmental policies.</li></ul> <p>13. Obligations to Oversee Corporate Governance Practices</p> <ul style="list-style-type: none"><li>a. Implement a mechanism for supervising corporate governance policies;</li><li>b. Create a program for monitoring corporate governance policies and ensure it is included in the Work Plan and Budget (RKAP);</li><li>c. Provide directions for improvements in corporate governance policies; and</li></ul> |
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| <p>d. Melaporkan harta kekayaannya kepada Komisi Pemberantasan Korupsi secara berkala sesuai ketentuan yang berlaku.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>d. Regularly report assets to the Corruption Eradication Commission in accordance with applicable regulations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>14. Kewajiban pengawasan mengenai perubahan Lingkungan Bisnis</p> <ul style="list-style-type: none"> <li>a. Membuat mekanisme pengawasan perubahan lingkungan bisnis;</li> <li>b. Membuat program pengawasan perubahan lingkungan bisnis serta memasukkannya ke dalam RKAP; dan</li> <li>c. Memberikan arahan-arahan terkait perbaikan kebijakan terkait perubahan bisnis Perseroan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>14. Obligations to Monitor Changes in the Business Environment</p> <ul style="list-style-type: none"> <li>a. Establish a mechanism for tracking changes in the business environment.</li> <li>b. Create a program for monitoring these changes, to be included in the Work Plan and Budget (RKAP).</li> <li>c. Provide guidance on policy improvements in response to changes in the Company's business landscape.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                              |
| <p>15. Kewajiban evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris</p> <ul style="list-style-type: none"> <li>a. Membuat kebijakan mekanisme evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris;</li> <li>b. Menelaah kriteria, target, dan indikator kinerja utama yang tercakup dalam kontrak manajemen Direksi/ rencana kerja/anggaran dasar baik individu maupun kolegal dan menyampaikannya kepada Pemegang Saham.</li> <li>c. Membuat program evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris; dan</li> <li>d. Memberikan arahan-arahan terkait hasil evaluasi kinerja Direksi, Komite, dan Sekretariat Dewan Komisaris.</li> </ul>                                                                                                                                    | <p>15. Obligations to Evaluate the Performance of the Board of Directors, Committees, and the Secretariat of the Board of Commissioners</p> <ul style="list-style-type: none"> <li>a. Develop a policy outlining the evaluation mechanism for the performance of the Board of Directors, Committees, and the Secretariat of the Board of Commissioners;</li> <li>b. Review criteria, targets, and key performance indicators specified in the Board of Directors' management contract/work plan/statutes and present them to shareholders;</li> <li>c. Create a program for assessing the performance of the Board of Directors, Committees, and the Secretariat of the Board of Commissioners;</li> <li>d. Provide recommendations based on the outcomes of these performance evaluations.</li> </ul>        |
| <p>16. Kewajiban terkait Etika Berusaha dan Anti Korupsi</p> <ul style="list-style-type: none"> <li>a. Mendorong terciptanya perilaku etis dan menjadikan dirinya sebagai teladan yang baik bagi Direksi dan Pekerja Perseroan;</li> <li>b. Bersikap dan bertindak berdasarkan unsur objektivitas, profesional, dan independen demi kepentingan perseroan yang seimbang dengan kepentingan Stakeholders;</li> <li>c. Mengedepankan prinsip-prinsip GCG dalam berhubungan dengan mitra, kreditur/investor, pejabat/pekerja pemerintah, pelanggan;</li> <li>d. Mematuhi pedoman peraturan perundangan dan peraturan Perseroan yang berlaku;</li> <li>e. Menghindari praktik korupsi, kolusi, dan nepotisme;</li> <li>f. Memberikan arahan-arahan terkait praktik-praktik etika bisnis dan anti korupsi di Perseroan.</li> </ul> | <p>16. Obligations Related to Business Ethics and Anti-Corruption</p> <ul style="list-style-type: none"> <li>a. Promote ethical behavior and serve as a positive role model for the Company's Directors and Employees;</li> <li>b. Act with objectivity, professionalism, and independence, balancing the interests of the Company with those of its Stakeholders;</li> <li>c. Prioritize Good Corporate Governance (GCG) principles in interactions with partners, creditors/investors, government officials/employees, and customers;</li> <li>d. Comply with applicable laws, regulations, and the Company's internal policies;</li> <li>e. Avoid corrupt practices, collusion, and nepotism;</li> <li>f. Provide guidance on business ethics and anti-corruption practices within the Company.</li> </ul> |



17. Kewajiban terkait pengadaan barang dan jasa

- a. Membuat kebijakan dan rencana mengenai pengawasan serta pemberian nasihat terhadap kebijakan pengadaan barang dan jasa beserta pelaksanaannya;
- b. Melakukan pembahasan terhadap kebijakan pengadaan dan pelaksanaannya; dan
- c. Menyampaikan arahan kepada Direksi tentang kebijakan pengadaan dan pelaksanaannya.

18. Kewajiban terkait tindakan terhadap potensi benturan kepentingan

- a. Membuat kebijakan mengenai potensi benturan kepentingan yang dapat mengganggu pelaksanaan tugas Dewan Komisaris;
- b. Menandatangani pernyataan tidak memiliki benturan kepentingan dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap Dewan Komisaris dan menyampaikannya kepada RUPS; dan
- c. Melaporkan kepada Perseroan melalui Sekretaris Perusahaan untuk dicatat dalam Daftar Khusus mengenai kepemilikan saham Dewan Komisaris dan/atau keluarganya pada perusahaan dan perusahaan lain.

17. Obligations Related to the Procurement of Goods and Services

- a. Develop policies and plans for supervising and advising on procurement policies for goods and services and their implementation;
- b. Discuss procurement policies and how they are carried out;
- c. Provide guidance to the Board of Directors on procurement policies and their implementation.

18. Obligations to Address Potential Conflicts of Interest

- a. Create policies to manage potential conflicts of interest that may interfere with the duties of the Board of Commissioners;
- b. Sign a statement affirming the absence of conflict of interest and document any potential conflicts in writing. This statement must be submitted to the General Meeting of Shareholders (GMS);
- c. Report to the Company through the Corporate Secretary, ensuring the ownership of shares by the Board of Commissioners and/or their families in the Company and other companies is recorded in a Special Register.

**PEMBAGIAN TUGAS DEWAN KOMISARIS**

KAI telah menerapkan pembidangan tugas bagi masing-masing Dewan Komisaris. Pembidangan tugas Dewan Komisaris diatur dalam *Board Manual* dan secara berkala disesuaikan dengan perkembangan kondisi Perseroan dan pengembangan struktur organisasi sesuai arah kebijakan Perseroan. Pembagian tugas masing-masing Dewan Komisaris di tahun 2024 adalah sebagai berikut:

**DIVISION OF DUTIES OF THE BOARD OF COMMISSIONERS**

KAI has established a division of duties for each member of the Board of Commissioners. This division is set out in the Board Manual and is periodically updated to reflect changes in the Company's conditions and its organizational structure, in accordance with the Company's policies. The division of duties for each Board of Commissioner in 2024 is as follows:

| Nama /<br>Name  | Jabatan /<br>Position                             | Pembagian Tugas /<br>Division of Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| Said Aqil Siroj | Komisaris<br>Utama /<br>President<br>Commissioner | <ul style="list-style-type: none"><li>a. Mengkoordinir segala upaya, kegiatan dan pekerjaan terkait tugas-tugas yang dilaksanakan oleh Dewan Komisaris PT Kereta Api Indonesia (Persero), termasuk atas tugas tertentu dalam rangka pengawasan dan penasihatan yang belum tercakup dalam pembagian tugas khusus penetapan ini. / Coordinating all efforts, activities, and tasks related to the Board of Commissioners of PT Kereta Api Indonesia (Persero), including specific supervisory and advisory duties that are not categorized under the special tasks outlined in this determination.</li><li>b. Bertindak untuk dan atas nama Dewan Komisaris PT Kereta Api Indonesia (Persero) dalam penyampaian secara tertulis hasil segala upaya, kegiatan dan pekerjaan pengawasan serta penasihatan tersebut atas kebijakan pengurusan, jalannya pengurusan baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi PT Kereta Api Indonesia (Persero). / Acting on behalf of the Board of Commissioners of PT Kereta Api Indonesia (Persero) by submitting written reports on the outcomes of all supervisory and advisory efforts regarding management policies and the overall management of the company and its business, as conducted by the Board of Directors of PT Kereta Api Indonesia (Persero).</li><li>c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan ketentuan peraturan perundangan, peraturan perseroan, Anggaran Dasar dan/atau Keputusan RUPS. / Carrying out additional activities and efforts that benefit PT Kereta Api Indonesia (Persero), provided they do not conflict with applicable laws and regulations, company policies, the Articles of Association, or GMS Resolutions.</li></ul> |

| Nama /<br>Name | Jabatan /<br>Position                                    | Pembagian Tugas /<br>Division of Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Rochadi        | Komisaris<br>Independen /<br>Independent<br>Commissioner | <p>Melaksanakan tugas pada aspek keselamatan, keamanan, ketertiban dan operasional perkeretaapian PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Responsible for ensuring the safety, security, order, and efficiency of PT Kereta Api Indonesia (Persero) railways, including:</p> <ol style="list-style-type: none"> <li>Melaksanakan identifikasi, <i>assessment</i> dan <i>monitoring</i> terkait perencanaan, pengorganisasian, pelaksanaan, pengendalian sampai dengan pelaporan serta yang berhubungan dengan potensi gangguan yang dapat menimbulkan terganggunya keselamatan, ketertiban, ketepatan waktu, pelayanan dan kenyamanan operasional perkeretaapian dan terjadinya gangguan nyata pada operasional perkeretaapian. / Conducting identification, assessment, and monitoring in all phases of planning, organization, implementation, control, and reporting. This involves addressing potential disturbances that could disrupt safety, order, punctuality, service quality, and comfort in railway operations, as well as managing actual disturbances that may arise.</li> <li>Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek keselamatan, keamanan, ketertiban dan operasional PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, AD dan/atau Keputusan RUPS. / Implementing initiatives, activities, and other tasks related to the safety, security, order, and operational aspects of PT Kereta Api Indonesia (Persero), ensuring compliance with applicable laws, regulations, the Articles of Association, and GMS Resolutions.</li> <li>Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sector coordination and establishing inter-institutional relations for the benefit of PT Kereta Api Indonesia (Persero).</li> <li>Selaku Anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and outcomes to the President Commissioner of the Board.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Riza Primadi*  | Komisaris<br>Independen /<br>Independent<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek sarana dan prasarana serta fasilitas pendukungnya PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks in the aspects of facilities and infrastructure and supporting facilities of PT Kereta Api Indonesia (Persero), including:</p> <ol style="list-style-type: none"> <li>Melaksanakan, identifikasi, <i>assessment</i> dan <i>monitoring</i> aspek pengadaan, penggunaan, perawatan serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero), termasuk penerapan standarisasi kelayakannya. / Identifying, assessing, monitoring, and executing tasks related to the procurement, use, and maintenance of facilities and supporting infrastructure owned by PT Kereta Api Indonesia (Persero). This includes ensuring that all assets meet established eligibility standards.</li> <li>Melakukan pengawasan atas kesehatan sarana, prasarana serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero). / Overseeing the health and safety of the facilities, infrastructure, and supporting resources owned by PT Kereta Api Indonesia (Persero).</li> <li>Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek sarana, prasarana dan fasilitas pendukung perkeretaapian untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Implementing initiatives and activities concerning the facilities, infrastructure, and supporting elements of the railway that benefit PT Kereta Api Indonesia (Persero), provided these do not conflict with laws, regulations, company policies, the Articles of Association, or GMS resolutions.</li> <li>Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Coordinating across different sectors and fostering inter-institutional relationships to benefit PT Kereta Api Indonesia (Persero).</li> <li>Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting to the President Commissioner on all efforts, work, and activities.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                             |
| Endang Tirtana | Komisaris<br>Independen /<br>Independent<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek regulasi korporasi, Tata Kelola Perseroan yang Baik (GCG) pada PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspect of corporate regulation, Good Corporate Governance (GCG) at PT Kereta Api Indonesia (Persero), including:</p> <ol style="list-style-type: none"> <li>Melakukan identifikasi, <i>assessment</i> dan <i>monitoring</i> atas penerapan dan kepatuhan terhadap ketentuan peraturan perundangan dan ketentuan peraturan lainnya dalam operasional PT Kereta Api Indonesia (Persero), pelaksanaan Tata Kelola Perusahaan yang Baik (GCG) pada PT Kereta Api Indonesia (Persero). / Identifying, assessing, and monitoring compliance with applicable laws, regulations, and internal policies relevant to the operations of PT Kereta Api Indonesia (Persero), as well as overseeing the implementation of Good Corporate Governance (GCG).</li> <li>Melakukan pengawasan dan penasihatian atas penerapan segala ketentuan peraturan perundangan dan ketentuan peraturan lainnya dalam operasional PT Kereta Api Indonesia (Persero), pelaksanaan Tata Kelola Perusahaan yang Baik (GCG) pada PT Kereta Api Indonesia (Persero). / Supervising and providing guidance on the application of all legal and regulatory provisions in the operations of PT Kereta Api Indonesia (Persero) and the implementation of Good Corporate Governance (GCG) practices.</li> <li>Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek regulasi korporasi, pelaksanaan Tata Kelola Perusahaan yang Baik (GCG) untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan peraturan perundangan, peraturan perseroan, anggaran dasar dan/atau keputusan RUPS. / Engaging in initiatives, activities, and tasks related to corporate regulation and the implementation of Good Corporate Governance (GCG) that benefit PT Kereta Api Indonesia (Persero), provided that these do not conflict with laws, regulations, company policies, the articles of association, or GMS Resolution.</li> <li>Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sectoral coordination and building inter-institutional relationships to support the objectives of PT Kereta Api Indonesia (Persero).</li> <li>Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / Reporting to the President Commissioner of the Board of Commissioners of PT Kereta Api Indonesia (Persero) on all efforts, work, and activities undertaken as a member of the Board of Commissioners.</li> </ol> |

| Nama /<br>Name            | Jabatan /<br>Position       | Pembagian Tugas /<br>Division of Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| Mohamad Risal Wasal       | Komisaris /<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek manajemen risiko, PT KAI (Persero), antara lain sebagai berikut: / Carrying out special tasks on the risk management aspect of PT KAI (Persero), including:</p> <ul style="list-style-type: none"> <li>a. Melakukan pengawasan dan penasihat atas aspek manajemen risiko PT Kereta Api Indonesia (Persero) mulai tahap perencanaan, pengorganisasian, pelaksanaan sampai tahap pengendalian. / Supervising and advising on all aspects of risk management at PT Kereta Api Indonesia (Persero), from planning and organizing to implementation and control.</li> <li>b. Melakukan pengawasan dan penasihat atas penerapan dan pembangunan sistem manajemen risiko yang baik pada PT Kereta Api Indonesia (Persero). / Overseeing and providing guidance on the development and implementation of an effective risk management system at PT Kereta Api Indonesia (Persero).</li> <li>c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek manajemen risiko untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan peraturan perundangan, peraturan perseroan, anggaran dasar dan/atau keputusan RUPS. / Undertaking initiatives, activities, and other tasks related to risk management for the benefit of PT Kereta Api Indonesia (Persero), provided that they comply with laws, regulations, company policies, the articles of association, and general meeting of shareholders (GMS) decisions.</li> <li>d. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sector coordination and fostering inter-institutional relationships for the benefit of PT Kereta Api Indonesia (Persero).</li> <li>e. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners at PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and undertakings to the President Commissioner of the Board of Commissioners.</li> </ul> |
| Sri Paduka Mangoenagoro X | Komisaris /<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek keuangan dan anggaran PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the financial and budget aspects of PT Kereta Api Indonesia (Persero), including the following:</p> <ul style="list-style-type: none"> <li>a. Melaksanakan evaluasi kinerja keuangan periodik, serta penyusunan program kerja dan anggaran tahunan perusahaan. / Conducting periodic evaluations of financial performance and preparing the company's annual work program and budget.</li> <li>b. Melakukan pendampingan pelaksanaan audit terhadap PT Kereta Api Indonesia (Persero) yang dilakukan oleh auditor eksternal. / Assisting in the implementation of audits performed by external auditors on PT Kereta Api Indonesia (Persero).</li> <li>c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek keuangan dan anggaran untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Undertaking various efforts and activities related to financial and budget matters that benefit PT Kereta Api Indonesia (Persero), ensuring compliance with applicable laws and regulations, company policies, Articles of Association, and GMS Resolutions.</li> <li>d. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sectoral coordination and inter-institutional relations to support PT Kereta Api Indonesia (Persero).</li> <li>e. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and work to the President Commissioner of the Board.</li> </ul>                                                                                                                                                                                    |
| Diah Natalisa             | Komisaris /<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek perencanaan/pengembangan Sumber Daya Manusia dan organisasi PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspect of planning/development of Human Resources and organization of PT Kereta Api Indonesia (Persero), including the following:</p> <ul style="list-style-type: none"> <li>a. Melaksanakan identifikasi, <i>assessment</i> dan <i>monitoring</i> terkait perencanaan, pengorganisasian, dan pengembangan sumber daya manusia dan organisasi PT Kereta Api Indonesia (Persero). / Identifying, assessing, and monitoring aspects related to the planning, organization, and development of Human Resources and the organization of PT Kereta Api Indonesia (Persero).</li> <li>b. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek perencanaan dan pengembangan Sumber Daya Manusia dan organisasi PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, AD dan/atau Keputusan RUPS. / Implementing initiatives, activities, and other tasks related to the planning and development of Human Capital and the organization of PT Kereta Api Indonesia (Persero), ensuring compliance with applicable laws, regulations, the Articles of Association, and GMS Resolutions.</li> <li>c. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating cross-sectoral coordination and inter-institutional relations to benefit PT Kereta Api Indonesia (Persero).</li> <li>d. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting all efforts, activities, and work to the President Commissioner of the Board of Commissioners.</li> </ul>                                                                                                                                                                       |
| Chairul Anwar             | Komisaris /<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek hukum, antara lain sebagai berikut: / Carrying out special tasks on legal aspects, including the following:</p> <ul style="list-style-type: none"> <li>a. Melakukan identifikasi, <i>assesment</i> dan <i>monitoring</i> segala upaya, pekerjaan dan kegiatan pembinaan dan pemberdayaan hukum serta perundang-undangan yang berlaku dalam pengelolaan PT Kereta Api Indonesia (Persero) dan implikasinya. / Identifying, assessing, and monitoring all efforts, work, and activities aimed at fostering and enhancing the laws and regulations applicable to the management of PT Kereta Api Indonesia (Persero) and understanding their implications.</li> <li>b. Memberikan penasihat dan pendampingan dalam penanganan dan penyelesaian kasus-kasus hukum yang dapat menimbulkan kerugian bagi PT Kereta Api Indonesia (Persero). / Providing advice and assistance in managing and resolving legal cases that may pose financial risks to PT Kereta Api Indonesia (Persero).</li> <li>c. Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek hukum PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, AD dan/atau Keputusan RUPS. / Conducting activities and other work related to the legal aspects of PT Kereta Api Indonesia (Persero), ensuring that these do not conflict with applicable laws and regulations, the Articles of Association, or GMS Resolutions.</li> <li>d. Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Coordinating across sectors and maintaining inter-institutional relations for the benefit of PT Kereta Api Indonesia (Persero).</li> <li>e. Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), providing reports to the President Commissioner regarding all efforts, work, and activities.</li> </ul>                                           |

| Nama /<br>Name | Jabatan /<br>Position                                     | Pembagian Tugas /<br>Division of Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Johan Sirait   | Komisaris<br>Independent /<br>Independent<br>Commissioner | <p>Melaksanakan tugas khusus pada aspek pemberdayaan aset PT Kereta Api Indonesia (Persero), antara lain sebagai berikut:<br/>/ Carrying out special tasks on the aspect of asset empowerment of PT Kereta Api Indonesia (Persero), including the following:</p> <ol style="list-style-type: none"> <li>Melaksanakan, identifikasi, assesment dan monitoring pada aspek pemberdayaan aset milik PT Kereta Api Indonesia (Persero). / Conducting identification, assessment, monitoring, and execution of strategies concerning the asset empowerment of PT Kereta Api Indonesia (Persero).</li> <li>Melakukan pengawasan atas kesehatan aset milik PT Kereta Api Indonesia (Persero). / Overseeing the condition and health of the PT Kereta Api Indonesia (Persero).</li> <li>Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek pemberdayaan aset perkeretaapian untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Implementing initiatives and activities for the enhancement of railway assets that align with PT Kereta Api Indonesia (Persero)'s goals while adhering to applicable laws, company policies, the Articles of Association, and GMS Resolutions.</li> <li>Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Facilitating coordination across sectors and fostering inter-institutional relationships for the benefit of PT Kereta Api Indonesia (Persero).</li> <li>Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / Serving as a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero) and providing comprehensive reports to the President Commissioner regarding all efforts, activities, and initiatives undertaken.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Elen Setiadi** | Komisaris /<br>Commissioner                               | <p>Melaksanakan tugas khusus pada aspek sarana dan prasarana serta fasilitas pendukungnya PT Kereta Api Indonesia (Persero), antara lain sebagai berikut: / Carrying out special tasks on the aspects of facilities and infrastructure and supporting facilities of PT Kereta Api Indonesia (Persero), including the following:</p> <ol style="list-style-type: none"> <li>Melaksanakan, identifikasi, assesment dan monitoring aspek pengadaan, penggunaan, perawatan serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero), termasuk penerapan standarisasi kelayakannya. / Carrying out, identifying, assessing and monitoring aspects of procurement, use, maintenance and supporting facilities owned by PT Kereta Api Indonesia (Persero), including the implementation of standardization of their eligibility.</li> <li>Melakukan pengawasan atas kesehatan sarana, prasarana serta fasilitas pendukungnya milik PT Kereta Api Indonesia (Persero). / Carrying out supervision of the health of facilities, infrastructure and supporting facilities owned by PT Kereta Api Indonesia (Persero).</li> <li>Melaksanakan upaya, kegiatan dan pekerjaan lainnya pada aspek sarana, prasarana dan fasilitas pendukung perkeretaapian untuk kepentingan PT Kereta Api Indonesia (Persero) sepanjang tidak bertentangan dengan peraturan perundangan, peraturan perseroan, AD dan/atau Keputusan RUPS. / Carrying out efforts, activities and other work on aspects of facilities, infrastructure and supporting facilities of railways for the benefit of PT Kereta Api Indonesia (Persero) as long as they do not conflict with laws and regulations, company regulations, Articles of Association and/or GMS Resolutions.</li> <li>Melakukan koordinasi lintas sektoral dan hubungan antar lembaga untuk kepentingan PT Kereta Api Indonesia (Persero). / Carrying out cross-sectoral coordination and inter-institutional relations for the benefit of PT Kereta Api Indonesia (Persero).</li> <li>Selaku anggota Dewan Komisaris PT Kereta Api Indonesia (Persero), melaporkan kepada Komisaris Utama Dewan Komisaris PT Kereta Api Indonesia (Persero) segala upaya, pekerjaan dan kegiatannya. / As a member of the Board of Commissioners of PT Kereta Api Indonesia (Persero), reporting to the President Commissioner of the Board of Commissioners of PT Kereta Api Indonesia (Persero) all efforts, work and activities.</li> </ol> |

\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024.  
 \*\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

## BOARD MANUAL DEWAN KOMISARIS

Board Manual merupakan pedoman yang menjelaskan tahapan aktivitas kerja Dewan Komisaris secara terstruktur, sistematis, mudah dipahami, dan dapat dijalankan secara konsisten, sehingga dapat menjadi pedoman pelaksanaan tugas bagi masing-masing anggota Dewan Komisaris.

Dalam menjalankan tugasnya, Dewan Komisaris mengacu pada tata laksana kerja yang termuat di dalam Board Manual. Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) Good Corporate Governance. Board Manual Perseroan ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi No. 04/CH/KOM/ III/2017 dan No. KEP.U/KO.101/III/15/KA-2017 tentang Panduan Tata Kerja Dewan Komisaris dan Direksi (Board Manual) PT Kereta Api Indonesia (Persero) tanggal 16 Maret 2017.

## BOARD MANUAL OF THE BOARD OF COMMISSIONERS

The Board Manual is a guideline that explains the stages of the Board of Commissioners' work activities in a structured, systematic, easy to understand and can be carried out consistently. Therefore, it can serve as a guideline for carrying out the duties of each member of the Board of Commissioners.

In fulfilling its responsibilities, the Board of Commissioners adheres to the work procedures specified in the Board Manual. This manual is based on the principles of corporate law, the provisions of the Company's Articles of Association, applicable laws and regulations, Shareholder directives, and best practices in Good Corporate Governance. The Company's Board Manual is established through the Joint Decree of the Board of Commissioners and Directors No. 04/CH/KOM/III/2017 and No. KEP.U/KO.101/III/15/KA-2017, which outlines the Work Procedure Guidelines for the Board of Commissioners and Directors (Board Manual) of PT Kereta Api Indonesia (Persero), dated March 16, 2017.

Di dalam *Board Manual* memuat pedoman kerja Dewan Komisaris, dengan perincian berikut:

1. Persyaratan dan Komposisi Dewan Komisaris;
2. Masa Jabatan Dewan Komisaris;
3. Program Pengenalan dan Peningkatan Kapabilitas;
4. Tugas, Wewenang dan Kewajiban Dewan Komisaris;
5. Tanggung Jawab Dewan Komisaris;
6. Hak Dewan Komisaris;
7. Komisaris Independen;
8. Etika Jabatan;
9. Rapat Dewan Komisaris;
10. Komite-komite Dewan Komisaris; dan
11. Sekretaris Dewan Komisaris.

### KOMISARIS INDEPENDEN

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, pengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau pemegang saham, pengendali atau hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak secara independen.

### KRITERIA ANGGOTA DEWAN KOMISARIS [GRI 2-10]

Dewan Komisaris memiliki peran penting dalam pelaksanaan prinsip-prinsip GCG. KAI telah memastikan seluruh anggota Dewan Komisaris memiliki kompetensi tinggi yang sesuai dengan kebutuhan organisasi. Dewan Komisaris yang menjabat juga sudah memenuhi syarat materiil dan syarat formal sebagaimana diatur pada pasal 15 dan pasal 16, Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023 tentang Organ Dan Sumber Daya Manusia Badan Usaha Milik Negara, sebagai berikut:

1. Dewan Komisaris sudah memenuhi syarat materiil, di antaranya:
  - a. Integritas;
  - b. Dedikasi;
  - c. Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen;
  - d. Memiliki pengetahuan yang memadai di bidang usaha di mana yang bersangkutan dicalonkan; dan
  - e. Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

The Board Manual includes the following work guidelines for the Board of Commissioners:

1. Requirements and Composition of the Board of Commissioners;
2. Term of Office of the Board of Commissioners;
3. Introduction and Capability Enhancement Program;
4. Duties, Authorities, and Obligations of the Board of Commissioners;
5. Responsibilities of the Board of Commissioners;
6. Rights of the Board of Commissioners;
7. Independent Commissioner;
8. Job Ethics;
9. Meetings of the Board of Commissioners;
10. Committees of the Board of Commissioners;
11. Secretary of the Board of Commissioners.

### INDEPENDENT COMMISSIONER

An Independent Commissioner is a member of the Board of Commissioners who does not have financial, management, and/or familial relationships with other Board members, the Board of Directors, and/or shareholders, or any other relationships that may affect his/her ability to act independently.

### CRITERIA FOR MEMBERS OF THE BOARD OF COMMISSIONERS [GRI 2-10]

The Board of Commissioners plays a critical role in implementing GCG principles. KAI ensures that all members of the Board possess high competencies aligned with the needs of the organization. The current Board of Commissioners meets both the material and formal requirements outlined in Articles 15 and 16 of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, as follows:

1. The Board of Commissioners has met the material requirements, including:
  - a. Integrity;
  - b. Dedication;
  - c. Understanding of company management issues related to management functions;
  - d. Adequate knowledge in the relevant business field; and
  - e. Availability of sufficient time to perform duties.



2. Dewan Komisaris sudah memenuhi syarat formal, di antaranya:
  - a. Orang perseorangan;
  - b. Mampu melaksanakan perbuatan hukum;
  - c. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan;
  - d. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
  - e. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

Perseroan memastikan bahwa seluruh anggota Dewan Komisaris yang menjabat telah memenuhi persyaratan formal dan materiil, serta memiliki kompetensi dan keahlian yang dibutuhkan demi tercapainya tujuan dan kepentingan terbaik perusahaan. Komposisi Dewan Komisaris per 31 Desember 2024 berjumlah 8 orang yang terdiri dari 1 orang Komisaris Utama yang juga Komisaris Independen, 4 orang Komisaris dan 3 orang Komisaris Independen. Jumlah Komisaris Independen mencapai 4 orang atau 50% dari keseluruhan anggota Dewan Komisaris, telah memenuhi syarat minimal 30% yang ditetapkan pada POJK No. 33/POJK.04/2014 tentang Jumlah anggota Dewan Komisaris Perseroan.

#### **PENGLOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS [GRI 2-15]**

Pengelolaan benturan kepentingan Dewan Komisaris Perseroan telah mematuhi ketentuan POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan. Perseroan menerapkan sejumlah prinsip untuk mencegah terjadinya benturan kepentingan dan implikasi lanjutan yang sering ditimbulkannya antara lain sebagai berikut:

1. Dewan Komisaris selalu menghindari adanya benturan kepentingan di dalam melaksanakan tugasnya. Dewan Komisaris tidak akan memanfaatkan jabatan untuk kepentingan pribadi atau untuk kepentingan orang atau pihak lain yang terkait;
2. Dewan Komisaris harus menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam tugas pengawasan Perseroan;

2. The Board of Commissioners has met the formal requirements, including:
  - a. Individuality;
  - b. Ability to engage in legal transactions;
  - c. No declaration of bankruptcy within the 5 (five) years prior to appointment;
  - d. No prior membership in a Board of Directors or Board of Commissioners/Supervisory Board that was found responsible for causing a state-owned enterprise, subsidiary, and/or other entity to be declared bankrupt within 5 (five) years prior to appointment; and
  - e. No conviction for crimes that harm the finances of the state, state-owned enterprises, subsidiaries, and/or the financial sector within the 5 (five) years prior to appointment.

The Company ensures that all members of the Board of Commissioners currently in office meet these formal and material requirements and possess the necessary competence and expertise to achieve the company's goals and best interests. As of December 31, 2024, the composition of the Board of Commissioners includes 8 members, consisting of 1 President Commissioner who also serves as an Independent Commissioner, 4 Commissioners, and 3 Independent Commissioners. The number of Independent Commissioners reaches 4 persons, representing 50% of the total members of the Board of Commissioners, thus meeting the minimum requirement of 30% as stipulated in POJK No. 33/POJK.04/2014 regarding the Number of Members of the Company's Board of Commissioners.

#### **MANAGEMENT OF CONFLICTS OF INTEREST FOR THE BOARD OF COMMISSIONERS [GRI 2-15]**

The management of conflicts of interest for the Board of Commissioners of the Company is in accordance with the provisions of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions. The Company implements several principles to prevent conflicts of interest and the potential consequences that may arise, including the following:

1. The Board of Commissioners always avoids conflicts of interest while performing its duties. Members will not leverage their positions for personal benefit or for the benefit of related individuals or parties;
2. The Board of Commissioners must refrain from any activities that may compromise its independence in supervising the Company's operations;

3. Dewan Komisaris berkewajiban mengisi Daftar Khusus yang berisikan kepemilikan sahamnya dan atau keluarganya pada perusahaan lain;
  4. Apabila terjadi benturan kepentingan, maka harus diungkapkan, dan Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan; dan
  5. Dewan Komisaris berkewajiban membuat pernyataan mengenai benturan kepentingan terhadap hal-hal yang termaktub dalam Rencana Kerja dan Anggaran Perusahaan.
3. Members of the Board are required to complete a Special List detailing their and/or their family's share ownership in other companies;
  4. In the event of a conflict of interest, it must be disclosed, and the concerned Board member will abstain from participating in the Company's decision-making process; and
  5. The Board of Commissioners is required to provide a statement regarding any conflicts of interest related to the matters outlined in the Company's Work Plan and Budget.

### KOMPOSISI DEWAN KOMISARIS

Hingga 31 Desember 2024, komposisi Dewan Komisaris KAI adalah sebagai berikut:

### COMPOSITION OF THE BOARD OF COMMISSIONERS

As of December 31, 2024, the composition of the KAI Board of Commissioners is as follows:

**Tabel Komposisi Dewan Komisaris Tahun 2024**

**Table of Composition of the Board of Commissioners in 2024**

| No | Nama / Name                | Jabatan / Position                                                                                | Dasar Pengangkatan / Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                             | Periode Jabatan / Tenure                                          |
|----|----------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| 1  | Said Aqil Siroj            | Komisaris Utama/<br>Komisaris Independen /<br>President Commissioner/<br>Independent Commissioner | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                      | 2021-2026 (Periode Pertama) / 2021-2026 (First Period)            |
| 2  | Rochadi                    | Komisaris Independen /<br>Independent Commissioner                                                | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                      | 2021-2026 (Periode Pertama) / 2021-2026 (First Period)            |
| 3  | Riza Primadi*              | Komisaris Independen /<br>Independent Commissioner                                                | <ul style="list-style-type: none"> <li>• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-64/MBU/03/2021 tanggal 3 Maret 2021 / Appointed based on the Decree of the Minister of SOEs No. SK-64/MBU/03/2021 dated March 3, 2021</li> <li>• Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Dismissed based on the Decree of the Minister of SOEs No. SK-61/MBU/03/2024 dated March 5, 2024</li> </ul> | 2021-2024 (Periode Pertama) / 2021-2024 (First Period)            |
| 4  | Endang Tirtana             | Komisaris / Commissioner                                                                          | Keputusan Menteri BUMN No. SK-417/MBU/12/2021 tanggal 29 Desember 2021 / Decree of the Minister of State-Owned Enterprises No. SK-417/MBU/12/2021 dated December 29, 2021                                                                                                                                                                                                                                                                             | 2021 - Sekarang (Periode Pertama) / 2021 - Present (First Period) |
| 5  | Mohamad Risal Wasal        | Komisaris / Commissioner                                                                          | Keputusan Menteri BUMN No. SK-207/MBU/09/2022 tanggal 20 September 2022 / Decree of the Minister of State-Owned Enterprises No. SK-207/MBU/09/2022 dated September 20, 2022                                                                                                                                                                                                                                                                           | 2022-2027 (Periode Pertama) / 2022-2027 (First Period)            |
| 6  | Sri Paduka Mangkoenagoro X | Komisaris / Commissioner                                                                          | Keputusan Menteri BUMN No. SK-174/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-174/MBU/8/2022 dated August 15, 2022                                                                                                                                                                                                                                                                                  | 2022-2027 (Periode Pertama) / 2022-2027 (First Period)            |
| 7  | Diah Natalisa              | Komisaris / Commissioner                                                                          | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                      | 2021-2026 (Periode Pertama) / 2021-2026 (First Period)            |
| 8  | Chairul Anwar              | Komisaris / Commissioner                                                                          | Keputusan Menteri BUMN No. SK-64/MBU/ 03/2021 tanggal 3 Maret 2021 / Decree of the Minister of State-Owned Enterprises No. SK-64/MBU/03/2021 dated March 3, 2021                                                                                                                                                                                                                                                                                      | 2021-2026 (Periode Pertama) / 2021-2026 (First Period)            |
| 9  | Johan Sirait               | Komisaris Independen /<br>Independent Commissioner                                                | Keputusan Menteri BUMN No. SK-173/MBU/8/2022 tanggal 15 Agustus 2022 / Decree of the Minister of State-Owned Enterprises No. SK-173/MBU/8/2022 dated August 15, 2022                                                                                                                                                                                                                                                                                  | 2022 - Sekarang (Periode Pertama) / 2022 - Present (First Period) |

| No | Nama / Name    | Jabatan / Position       | Dasar Pengangkatan / Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Periode Jabatan / Tenure                          |
|----|----------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| 10 | Elen Setiadi** | Komisaris / Commissioner | <ul style="list-style-type: none"> <li>• Diangkat berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024 / Appointed based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024</li> <li>• Diberhentikan berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024 / Dismissed based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024</li> </ul> | 5 Maret-2 Agustus 2024 / March 5 – August 2, 2024 |

\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024.  
 \*\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises dated August 2, 2024.

## RAPAT DEWAN KOMISARIS

### Kebijakan Rapat

Kebijakan rapat Dewan Komisaris disusun berdasarkan ketentuan Anggaran Dasar, Board Manual dan peraturan yang berlaku. Dewan Komisaris mengadakan rapat dengan uraian kebijakan sebagai berikut:

#### 1. Umum

- Rapat Dewan Komisaris harus diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi.
- Dewan Komisaris harus menetapkan tata tertib rapat Dewan Komisaris.
- Segala keputusan Dewan Komisaris diambil dalam rapat Dewan Komisaris.
- Keputusan dapat pula diambil di luar rapat Dewan Komisaris sepanjang seluruh anggota Dewan Komisaris setuju tentang cara dan materi yang diputuskan.
- Mekanisme pemanggilan rapat:
  - 1) Panggilan rapat gabungan disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan memperhitungkan tanggal panggilan dan tanggal rapat.
  - 2) Panggilan rapat sebagaimana dimaksud pada huruf a harus mencantumkan acara, tanggal, waktu dan tempat rapat.
  - 3) Panggilan rapat tersebut tidak disyaratkan apabila semua anggota Dewan Komisaris dan Direksi hadir dalam rapat.
- Dalam setiap rapat Dewan Komisaris harus dibuat risalah rapat berisi hal-hal yang dibicarakan (termasuk pendapat berbeda/ *dissenting opinion*).

## BOARD OF COMMISSIONERS MEETING

### Meeting Policy

The Board of Commissioners meeting policy is prepared based on the provisions of the Articles of Association, Board Manual and applicable regulations. The Board of Commissioners holds a meeting with the following policy description:

#### 1. General

- Board of Commissioners meetings must be held periodically, at least once a month, and at these meetings the Board of Commissioners can invite the Directors.
- The Board of Commissioners must determine the rules for meetings of the Board of Commissioners.
- All decisions of the Board of Commissioners are taken at Board of Commissioners meetings.
- Decisions can also be taken outside the Board of Commissioners meeting as long as all members of the Board of Commissioners agree.
- Meeting invitation mechanism:
  - 1) The invitation to a joint meeting is delivered in writing by the President Commissioner or by a member of the Board of Commissioners appointed by the President Commissioner and delivered no later than 3 (three) days before the meeting is held or within a shorter time if in urgent circumstances, taking into account the date call and meeting date.
  - 2) The invitation to the meeting as referred to in letter a must include the agenda, date, time and place of the meeting.
  - 3) The summons to the meeting is not required if all members of the Board of Commissioners and Directors are present at the meeting.
- At each meeting of the Board of Commissioners, minutes of the meeting must be prepared containing the matters discussed (including dissenting opinion members of the Board of Commissioners, if any) and matters decided.

- g. Risalah rapat harus menggambarkan jalannya rapat. Hal ini penting untuk dapat melihat proses pengambilan keputusan dan sekaligus menjadi dokumen hukum dan alat bukti yang sah untuk menentukan akuntabilitas dari hasil suatu keputusan rapat. Untuk itu risalah rapat harus mencantumkan:
- 1) Tempat, tanggal dan waktu rapat diadakan;
  - 2) Agenda yang dibahas;
  - 3) Daftar hadir yang ditandatangani oleh setiap peserta rapat;
  - 4) Berbagai pendapat yang terdapat dalam rapat termasuk *dissenting opinion*;
  - 5) Siapa yang mengemukakan pendapat;
  - 6) Proses pengambilan keputusan;
  - 7) Keputusan yang diambil; dan
  - 8) Pernyataan keberatan terhadap keputusan rapat apabila tidak terjadi kebulatan pendapat.
- h. Risalah rapat ditandatangani oleh Ketua Rapat dan seluruh anggota Dewan Komisaris yang hadir dalam rapat.
- i. Asli risalah rapat Dewan Komisaris disampaikan kepada Direksi untuk disimpan dan dipelihara, sedangkan Dewan Komisaris menyimpan salinannya.
- j. Rapat Dewan Komisaris dianggap sah apabila diadakan di tempat kedudukan Perseroan atau di tempat lain di dalam wilayah Republik Indonesia.
- k. Dewan Komisaris mengadakan rapat paling sedikit setiap bulan sekali, dalam rapat tersebut Dewan Komisaris agar dan/atau dapat mengundang Direksi.
- l. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan.
- m. Panggilan rapat Dewan Komisaris disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tempat rapat.
- n. Panggilan rapat harus mencantumkan acara, tanggal waktu dan tempat rapat.
- g. Meeting minutes should describe the proceedings of the meeting. This is important to be able to see the decision-making process and at the same time be a legal document and valid evidence to determine accountability for the results of a meeting decision. For this reason, the minutes of the meeting must include:
- 1) Place, date and time of meeting held;
  - 2) Agenda discussed;
  - 3) Attendance list signed by each meeting participant;
  - 4) Various opinions found in the meeting include dissenting opinion;
  - 5) Who presented the opinion;
  - 6) Decision making process;
  - 7) Decisions taken; and
  - 8) Statement of objection to the decision of the meeting when there is no unanimity of opinion.
- h. The minutes of the meeting are signed by the Chairman of the Meeting and all members of the Board of Commissioners who were present at the meeting.
- i. The original minutes of the Board of Commissioners' meetings are submitted to the Board of Directors to be kept and maintained, while the Board of Commissioners keeps a copy.
- j. Meetings of the Board of Commissioners are considered valid when held at the Company's location or at another location within the territory of the Republic of Indonesia.
- k. The Board of Commissioners holds a meeting at least once a month, at which meeting the Board of Commissioners may invite and/or invite the Board of Directors.
- l. The Board of Commissioners may hold meetings at any time at the request of 1 (one) or several members of the Board of Commissioners, at the request of the Board of Directors, or at the written request of 1 (one) or several Shareholders representing at least 1/10 (one tenth) of the total shares with voting rights, stating the matters to be discussed.
- m. Summons for meetings of the Board of Commissioners are delivered in writing by the President Commissioner or by members of the Board of Commissioners appointed by the President Commissioner and delivered no later than 3 (three) days before the meeting is held or within a shorter time if in urgent circumstances, without taking into account the date of the summons. and meeting place.
- n. The meeting summons must include the event, date, time and place of the meeting.

- o. Panggilan rapat tersebut tidak disyaratkan apabila semua anggota Dewan Komisaris hadir dalam rapat.
  - p. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh 1/2 (satu per dua) jumlah anggota Dewan Komisaris.
  - q. Dalam mata acara lain-lain, rapat Dewan Komisaris tidak berhak mengambil keputusan kecuali semua anggota Dewan Komisaris atau wakilnya yang sah hadir dan menyetujui penambahan mata acara rapat.
  - r. Seorang anggota Komisaris dapat diwakili dalam rapat hanya oleh satu anggota Komisaris lainnya berdasarkan kuasa tertulis yang diberikan khusus untuk keperluan ini.
  - s. Semua rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
  - t. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat Dewan Komisaris dipimpin oleh seorang Komisaris lainnya yang ditunjuk oleh Komisaris Utama.
  - u. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Komisaris yang paling lama menjabat sebagai anggota Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris.
  - v. Dalam hal anggota Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris yang tertua dalam usia bertindak sebagai pimpinan rapat.
  - w. Semua keputusan rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat.
  - x. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan rapat Dewan Komisaris diambil dengan suara terbanyak.
  - y. Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara ditambah 1 (satu) suara untuk anggota Dewan Komisaris yang diwakilinya.
  - z. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup.
    - 1) Suara blanko (abstain) dianggap menyetujui hasil keputusan rapat.
- o. The meeting summon is not required when all members of the Board of Commissioners are present in the meeting.
  - p. Board of Commissioners meetings are valid and have the right to make binding decisions when attended or represented by 1/2 (one-half) of the total members of the Board of Commissioners.
  - q. In other agenda items, the Board of Commissioners meeting does not have the right to make decisions unless all members of the Board of Commissioners or their authorized representatives are present and agree to additional meeting agenda items.
  - r. A member of the Board of Commissioners may be represented at a meeting only by one other member of the Board of Commissioners based on a written authorization given specifically for this purpose.
  - s. All meetings of the Board of Commissioners are chaired by the President Commissioner.
  - t. In the event that the President Commissioner is absent or unable to attend, the meeting of the Board of Commissioners is chaired by another Commissioner appointed by the President Commissioner.
  - u. In the event that the President Commissioner does not make an appointment, the member of Commissioners who has served as a member of the Board of Commissioners the longest acts as chairman of the meeting of the Board of Commissioners.
  - v. In the event that more than one member of the Board of Commissioners has served the longest as a member of the Board of Commissioners, then the member of the Board of Commissioners who is the oldest in age acts as chairman of the meeting.
  - w. All decisions at Board of Commissioners meetings are taken by deliberation to reach consensus.
  - x. If a consensus cannot be reached through deliberation, then the decision at the Board of Commissioners meeting is taken by majority vote.
  - y. Each member of the Board of Commissioners has the right to cast 1(one) vote plus 1(one) vote for the member of the Board of Commissioners he represents.
  - z. If the number of votes agreeing and disagreeing is the same, then the decision of the meeting is the same as the opinion of the chairman of the meeting, while still paying attention to the provisions regarding accountability except regarding individuals, decision making at the meeting is carried out by closed voting.
    - 1) A blank vote (abstain) is deemed to approve the results of the meeting decision.



- 2) Dalam hal usulan lebih dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara lebih dari 1/2 (satu per dua) bagian dari jumlah yang dikeluarkan.
- 3) Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
- 4) Jumlah rapat Dewan Komisaris dan jumlah kehadiran masing-masing anggota Dewan Komisaris harus dimuat dalam Laporan Tahunan BUMN.

## 2. Jenis Rapat

- a. Rapat Internal Dewan Komisaris
  - i. Rapat Dewan Komisaris harus diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi.
  - ii. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan.
  - iii. Rapat Dewan Komisaris dan komite-komite Dewan Komisaris merupakan Rapat Dewan Komisaris dalam rangka membahas laporan-laporan periodik komite.
- b. Rapat Dewan Komisaris dan Direksi Rapat gabungan merupakan rapat Dewan Komisaris yang mengundang Direksi dan/atau dapat juga dilakukan atas usulan Direksi berikut agenda yang akan dibahas dalam rapat.

## 3. Mekanisme Rapat

- a. Rapat Dewan Komisaris diadakan di tempat kedudukan Perseroan atau di tempat lain di dalam wilayah Republik Indonesia.
- b. Panggilan rapat Dewan Komisaris disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang

- 2) In the event that there are more than two alternative proposals and the voting results have not received one alternative with more than 1/2 (one-half) of the total votes cast, then a re-election will be carried out on the two proposals that received more than 1/2 of the votes. (one half) part of the amount issued.
- 3) Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
- 4) The number of meetings of the Board of Commissioners and the number of attendances of each member of the Board of Commissioners must be included in the SOE Annual Report.

## 2. Type of Meeting

- a. Internal Meeting of the Board of Commissioners
  - i. Board of Commissioners meetings must be held periodically, at least once a month, and at these meetings the Board of Commissioners may invite the Board of Directors.
  - ii. The Board of Commissioners may hold a meeting at any time at the request of 1 (one) or several members of the Board of Commissioners, at the request of the Board of Directors, or at the written request of 1 (one) or several Shareholders representing at least 1/10 (one tenth) of shares with voting rights, stating the matters to be discussed.
  - iii. Meetings of the Board of Commissioners and committees of the Board of Commissioners are meetings of the Board of Commissioners in order to discuss the committee's periodic reports.
- b. Meetings of the Board of Commissioners and Directors A joint meeting is a meeting of the Board of Commissioners which invites the Directors and/or can also be held based on a proposal from the Directors along with the agenda to be discussed at the meeting.

## 3. Meeting Mechanims

- a. Board of Commissioners meetings are held at the Company's domicile or at other places within the territory of the Republic of Indonesia.
- b. Summons for meetings of the Board of Commissioners are delivered in writing by the President Commissioner or by members of the Board of Commissioners appointed by the President Commissioner and delivered no later than 3 (three) days before the

lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tempat rapat.

- c. Panggilan rapat harus mencantumkan agenda/ acara, tanggal waktu dan tempat rapat.
- d. Agenda rapat mengacu pada dan menggunakan program kerja tahunan Dewan Komisaris yang telah disusun dan disahkan sebelumnya oleh Dewan Komisaris.
- e. Sebelum rapat dilangsungkan, Sekretaris Dewan Komisaris terlebih dahulu mengedarkan agenda rapat dan/atau bahan rapat untuk mendapatkan masukan dari para Anggota Dewan Komisaris mengenai agenda tersebut. Masukan tersebut dapat berupa penambahan/ pengurangan atau penajaman agenda rapat.
- f. Setiap Anggota Dewan Komisaris berhak untuk mengusulkan agenda rapat yang akan dilaksanakan.
- g. Jika rapat tersebut mengundang pihak lain, Sekretaris Dewan Komisaris bertugas untuk membuat surat undangan kepada pihak yang dimaksud. Dalam hal pihak lain tersebut berasal dari bawah Direksi, maka untuk maksud tersebut harus sepengetahuan Direksi.
- h. Seorang anggota Dewan Komisaris dapat diwakili dalam rapat hanya oleh satu anggota Dewan Komisaris lainnya berdasarkan kuasa tertulis yang diberikan khusus untuk keperluan ini.
- i. Semua rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
- j. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat Dewan Komisaris dipimpin oleh seorang Komisaris lainnya yang ditunjuk oleh Komisaris Utama.
- k. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Komisaris yang paling lama menjabat sebagai anggota Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris.
- l. Dalam hal anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris yang tertua dalam usia bertindak sebagai pimpinan rapat.

meeting is held or within a shorter time if in urgent circumstances, without taking into account the date of the summons. and meeting place.

- c. The meeting invitation must include the agenda/ event, date, time and place of the meeting.
- d. The meeting agenda refers to and uses the annual work program of the Board of Commissioners which has been previously prepared and approved by the Board of Commissioners.
- e. Before the meeting is held, the Secretary of the Board of Commissioners first circulates the meeting agenda and/or meeting materials to obtain input from members of the Board of Commissioners regarding the agenda. This input can be in the form of additions/ reductions or sharpening of the meeting agenda.
- f. Each member of the Board of Commissioners has the right to propose the agenda for the meeting to be held.
- g. If the meeting invites other parties, the Secretary of the Board of Commissioners is tasked with writing an invitation letter to the parties in question. In the event that the other party comes from under the Board of Directors, then for this purpose they must have the knowledge of the Board of Directors.
- h. A member of the Board of Commissioners may be represented at a meeting only by one other member of the Board of Commissioners based on a written authorization given specifically for this purpose.
- i. All meetings of the Board of Commissioners are chaired by the President Commissioner.
- j. In the event that the President Commissioner is absent or unable to attend, the meeting of the Board of Commissioners is chaired by another Commissioner appointed by the President Commissioner.
- k. In the event that the President Commissioner does not make an appointment, the member of Commissioners who has served as a member of the Board of Commissioners the longest acts as chairman of the meeting of the Board of Commissioners.
- l. In the event that more than one member of the Board of Commissioners has served the longest as a member of the Board of Commissioners, then the member of the Board of Commissioners who is the oldest in age acts as chairman of the meeting.

#### 4. Mekanisme Pengambilan Keputusan

- a. Semua keputusan Rapat Dewan Komisaris harus berdasarkan itikad baik, pertimbangan rasional dan telah melalui telaah atau kajian yang mendalam terhadap berbagai hal yang relevan, informasi yang cukup dan bebas dari benturan kepentingan serta dibuat secara independen oleh masing-masing anggota Dewan Komisaris.
- b. Setiap anggota Dewan Komisaris bertanggung jawab atas keputusan Dewan Komisaris.
- c. Pengambilan keputusan oleh Dewan Komisaris dilakukan melalui Rapat Dewan Komisaris.
- d. Semua keputusan rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat.
- e. Semua keputusan dalam Rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat.
- f. Untuk menjaga independensi dan objektivitas, setiap anggota Dewan Komisaris yang memiliki benturan kepentingan diharuskan untuk tidak ikut serta dalam pemberian suara untuk pengambilan keputusan. Hal tersebut harus dicatat dalam risalah rapat.
- g. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh  $\frac{1}{2}$  (satu per dua) jumlah anggota Dewan Komisaris.
- h. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan Rapat Dewan Komisaris diambil dengan pemungutan suara setuju lebih dari  $\frac{1}{2}$  (satu per dua) bagian dari jumlah suara yang sah yang dikeluarkan dalam rapat tersebut.
- i. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup.
- j. Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara ditambah 1 (satu) suara untuk anggota Dewan Komisaris yang diwakilinya.
- k. Pemungutan suara mengenai diri orang dilakukan dengan surat suara tertutup tanpa tanda tangan sedangkan pemungutan suara mengenai hal-hal lain dilakukan secara lisan kecuali Ketua Rapat Dewan Komisaris menentukan lain tanpa ada keberatan berdasarkan suara terbanyak dari yang hadir.

#### 4. Decision Making Mechanism

- a. All decisions at Board of Commissioners Meetings must be based on good faith, rational considerations and have gone through an in-depth study or study of various relevant matters, sufficient information and free from conflicts of interest and made independently by each member of the Board of Commissioners.
- b. Each member of the Board of Commissioners is responsible for the decisions of the Board of Commissioners.
- c. Decision making by the Board of Commissioners is carried out through Board of Commissioners Meetings.
- d. All decisions at Board of Commissioners meetings are taken by deliberation to reach consensus.
- e. All decisions at Board of Commissioners Meetings are taken by deliberation to reach consensus.
- f. To maintain independence and objectivity, every member of the Board of Commissioners who has a conflict of interest is required not to participate in voting for decision making. This must be recorded in the minutes of the meeting.
- g. The Board of Commissioners meeting is valid and has the right to make binding decisions when attended or represented by  $\frac{1}{2}$  (one-half) of the total members of the Board of Commissioners.
- h. If through deliberation no consensus is reached, then the decision at the Board of Commissioners Meeting is taken by voting in favor of more than  $\frac{1}{2}$  (one half) of the number of valid votes cast at the meeting.
- i. If the number of votes that agree and disagree is the same, then the decision of the meeting is the same as the opinion of the leader of the meeting, while still paying attention to the provisions on accountability except for the person, the decision making of the meeting is done by closed election.
- j. Each member of the Board of Commissioners has the right to cast 1(one) vote plus 1(one) vote for the member of the Board of Commissioners he represents.
- k. Voting regarding individuals is carried out using a closed ballot without a signature, while voting regarding other matters is carried out verbally unless the Chairman of the Board of Commissioners Meeting determines otherwise without any objection based on the majority vote of those present.

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| <p>l. Suara blanko dan tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.</p> <p>m. Dalam hal usulan lebih dari 2 (dua) alternatif dan hasil pemungutan suara belum mendapatkan 1 (satu) alternatif dengan suara lebih dari <math>\frac{1}{2}</math> (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap 2 (dua) alternatif yang memperoleh suara terbanyak sehingga salah 1 (satu) alternatif memperoleh suara lebih dari <math>\frac{1}{2}</math> (satu per dua) bagian dari jumlah suara yang dikeluarkan.</p> <p>n. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.</p> <p>o. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup.</p> <p>p. Keputusan-keputusan yang menyangkut aspek-aspek strategis harus dilakukan melalui mekanisme Rapat Dewan Komisaris. Aspek-aspek strategis tersebut antara lain meliputi semua perbuatan Direksi yang harus mendapatkan persetujuan RUPS setelah mendapatkan tanggapan tertulis Dewan Komisaris serta semua perbuatan Direksi yang harus mendapatkan persetujuan tertulis Dewan Komisaris.</p> <p>q. Keputusan rapat yang diambil dalam forum rapat internal Dewan Komisaris dan/atau rapat gabungan Dewan Komisaris dan Direksi, diatur sebagai berikut:</p> <ol style="list-style-type: none"> <li>1) Menyampaikan surat usulan asli yang diajukan oleh Direksi untuk mendapatkan keputusan Dewan Komisaris kepada Dewan Komisaris dan/atau Komisaris Utama. <i>Copy</i> surat usulan disampaikan oleh Sekretaris Dewan Komisaris kepada Anggota Dewan Komisaris yang membidangi materi/lingkup hal yang diusulkan;</li> <li>2) Dalam hal usulan Direksi bersifat "rahasia" dan terbatas, surat usulan disampaikan kepada Komisaris Utama;</li> </ol> | <p>l. Blank and invalid votes are considered nonexistent and are not counted in determining the number of votes cast at the meeting.</p> <p>m. In the event that there are more than 2 (two) alternatives proposed and the voting results have not obtained 1 (one) alternative with votes of more than <math>\frac{1}{2}</math> (one half) of the total number of votes cast, then a re-election will be carried out on the 2 (two) alternatives that obtained majority of votes so that 1 (one) alternative obtains more than <math>\frac{1}{2}</math> (one-half) of the total votes cast.</p> <p>n. Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.</p> <p>o. If the number of votes agreeing and disagreeing is the same, then the decision of the meeting is the same as the opinion of the chairman of the meeting, while still paying attention to the provisions regarding accountability except regarding individuals, decision making at the meeting is carried out by closed voting.</p> <p>p. Decisions concerning strategic aspects must be made through the mechanism of the Board of Commissioners Meeting. These strategic aspects include, among others, all actions of the Board of Directors which must obtain approval from the GMS after receiving a written response from the Board of Commissioners as well as all actions of the Board of Directors which must obtain written approval from the Board of Commissioners.</p> <p>q. Decisions made in internal meetings of the Board of Commissioners and/or joint meetings of the Board of Commissioners and the Board of Directors are regulated as follows:</p> <ol style="list-style-type: none"> <li>1) Submit the original proposal letter submitted by the Board of Directors to obtain a decision from the Board of Commissioners to the Board of Commissioners and/or President Commissioner. Copy of the proposal letter submitted by the Secretary of the Board of Commissioners to the Member of the Board of Commissioners who is in charge of the material/scope of the proposed matter;</li> <li>2) In the event that the Board of Directors' proposal is "confidential" and limited, a letter of proposal is submitted to the President Commissioner;</li> </ol> |
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- 3) Waktu penyampaian usulan paling lambat 1 (satu) bulan sebelum jadwal rapat internal Dewan Komisaris untuk memberikan waktu yang cukup bagi Dewan Komisaris untuk mempelajari dan mengkaji usulan dan mengagendakan, membahas usulan dan menetapkan keputusan Dewan Komisaris;
- 4) Dalam hal tertentu terhadap suatu usulan yang bersifat strategis dan berpotensi berdampak besar/signifikan terhadap kelangsungan usaha Perseroan, saran/ rekomendasi/nasihat yang diputuskan dalam rapat internal Dewan Komisaris disampaikan dan dibahas kembali dalam rapat gabungan Dewan Komisaris dan Direksi;
- 5) Dalam proses untuk mengambil keputusan, Dewan Komisaris dapat dibuat atau menugasi Komite yang ada di bawah Dewan Komisaris untuk melakukan pemantauan, pengumpulan materi/ dokumen/informasi yang diperlukan, serta untuk melakukan kajian dan evaluasi dan saran/masukan dalam laporan yang disampaikan kepada Dewan Komisaris;
- 6) Dalam hal usulan yang diajukan Direksi memerlukan keputusan dan penetapan yang segera/mendesak (dalam waktu kurang dari satu bulan) dari Dewan Komisaris atau bersifat rahasia dan terbatas sebagaimana dimaksud pada angka 2), maka Dewan Komisaris dapat menyelenggarakan rapat khusus Dewan Komisaris yang hasil keputusan rapat tersebut disampaikan kepada Direksi dalam bentuk surat Dewan Komisaris. Di mana surat tersebut mencantumkan rujukan atas hasil Rapat Dewan Komisaris tersebut. Surat tersebut ditandatangani oleh Komisaris Utama dan sekurang-kurangnya diketahui/ diparaf oleh 1 (satu) Anggota Dewan Komisaris yang menghadiri rapat Dewan Komisaris yang dimaksud. Dalam Hal Komisaris Utama atau anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama tidak dapat menandatangani surat tersebut, maka 2 (dua) anggota Dewan Komisaris dapat menandatangani surat tersebut. Setiap anggota Dewan Komisaris wajib mendapatkan salinan surat tersebut;
- 3) The time for submitting a proposal is no later than 1 (one) month before the scheduled internal meeting of the Board of Commissioners to provide sufficient time for the Board of Commissioners to study and review the proposal and put an agenda, discuss the proposal and determine the decision of the Board of Commissioners;
- 4) In certain cases regarding a proposal that is strategic in nature and has the potential to have a large/significant impact on the continuity of the Company's business, suggestions/ recommendations/ advice decided at an internal meeting of the Board of Commissioners are submitted and discussed again at a joint meeting of the Board of Commissioners and Directors;
- 5) In the process of making decisions, the Board of Commissioners can create or assign Committees under the Board of Commissioners to carry out monitoring, collect the necessary materials/ documents/information, as well as to carry out studies and evaluations and suggestions/input in reports submitted to the Board Commissioner;
- 6) In the event that the proposal submitted by the Board of Directors requires an immediate/urgent decision and determination (within less than one month) from the Board of Commissioners or is confidential and limited in nature as referred to in number 2), then the Board of Commissioners may hold a special meeting of the Board of Commissioners with the results The decision of the meeting is conveyed to the Board of Directors in the form of a letter from the Board of Commissioners. The letter includes a reference to the results of the Board of Commissioners Meeting. The letter is signed by the President Commissioner and acknowledged/initiated by at least 1 (one) Member of the Board of Commissioners who attended the Board of Commissioners meeting in question. In the event that the President Commissioner or member of the Board of Commissioners appointed by the President Commissioner is unable to sign the letter, then 2 (two) members of the Board of Commissioners can sign the letter. Each member of the Board of Commissioners is required to obtain a copy of the letter;



- 7) Seluruh anggota Dewan Komisaris dianggap menyetujui Surat Dewan Komisaris yang diterbitkan berdasarkan hasil keputusan rapat Dewan Komisaris;
- 8) Surat Dewan Komisaris terhadap usulan Direksi, disampaikan atau diberitahukan kepada Direksi dengan pengaturan sebagai berikut:
  - a) Paling lambat 7 (tujuh) hari kerja setelah surat Dewan Komisaris ditandatangani, disampaikan/ dikomunikasikan kepada Direksi; dan
  - b) Paling lambat 10 (sepuluh) hari kerja setelah surat Dewan Komisaris ditandatangani, disampaikan secara tertulis kepada Direksi.
- 9) Dalam mata acara lain-lain, rapat Dewan Komisaris tidak berhak mengambil keputusan kecuali semua anggota Dewan Komisaris atau wakilnya yang sah hadir dan menyetujui penambahan mata acara rapat; dan
- 10) Jumlah rapat Dewan Komisaris dan jumlah kehadiran masing-masing anggota Dewan Komisaris harus dimuat dalam Laporan Tahunan Perseroan.

- 7) All members of the Board of Commissioners are deemed to have approved the Letter of the Board of Commissioners issued based on the results of the decision of the Board of Commissioners meeting;
- 8) Letter from the Board of Commissioners regarding the Board of Directors' proposal, delivered or notified to the Board of Directors with the following arrangements:
  - a) No later than 7 (seven) working days after the Board of Commissioners' letter is signed, delivered/ communicated to the Board of Directors; and
  - b) No later than 10 (ten) working days after the Board of Commissioners' letter is signed, it is submitted in writing to the Board of Directors.
- 9) In other agenda items, the Board of Commissioners meeting does not have the right to make decisions unless all members of the Board of Commissioners or their authorized representatives are present and agree to additional meeting agenda items;
- 10) The number of meetings of the Board of Commissioners and the number of attendance of each member of the Board of Commissioners must be included in the Company's Annual Report

## 5. Mekanisme Pengambilan Keputusan Secara Sirkuler

Dewan Komisaris mengakui bentuk rapat tanpa melalui kehadiran fisik, atau disebut Rapat Sirkuler, dengan ketentuan sebagai berikut:

- a. Keputusan yang diambil dalam bentuk Rapat Sirkuler bukanlah keputusan yang bersifat strategis;
- b. Bukan merupakan sebuah keputusan atas suatu tindakan Direksi yang memerlukan persetujuan RUPS setelah mendapatkan tanggapan tertulis Dewan Komisaris serta semua perbuatan Direksi yang harus mendapatkan persetujuan tertulis Dewan Komisaris;
- c. Permasalahan telah diketahui sebelumnya/ pernah dibahas;
- d. Keputusan yang diambil disetujui secara tertulis dan ditandatangani oleh seluruh Anggota Dewan Komisaris; dan
- e. Tanggal keputusan secara sirkuler yang berlaku adalah tanggal anggota Dewan Komisaris yang terakhir menandatangani keputusan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam rapat Dewan Komisaris.

## 5. Circular Decision-Making Mechanism

The Board of Commissioners recognizes a form of meeting without physical presence, or called a Circular Meeting, with the following conditions:

- a. Decisions taken in the form of Circular Meetings are not strategic decisions;
- b. It is not a decision regarding an action of the Board of Directors which requires approval from the GMS after receiving a written response from the Board of Commissioners and all actions of the Board of Directors which must obtain written approval from the Board of Commissioners;
- c. The problem has been previously known/has been discussed;
- d. The decisions taken are approved in writing and signed by all members of the Board of Commissioners; and
- e. The applicable circular decision date is the date the last member of the Board of Commissioners signed the decision. Decisions taken in this way have the same force as decisions legally taken at a meeting of the Board of Commissioners.

## 6. Perbedaan Pendapat (*Dissenting Opinion*)

Perbedaan pendapat diatur sebagai berikut:

- Perbedaan pendapat yang terjadi dimasukkan dalam Keputusan Rapat, dan Anggota Dewan Komisaris yang berbeda pendapat harus mengungkapkan alasan atas terjadinya perbedaan pendapat terhadap hasil keputusan tersebut.
- Perbedaan pendapat tidak berarti memberikan hak kepada Anggota Dewan Komisaris yang bersangkutan untuk tidak melaksanakan hasil keputusan rapat. Meskipun terdapat perbedaan pendapat, namun seluruh Anggota Dewan Komisaris tetap berkewajiban untuk mengikuti dan melaksanakan hasil keputusan rapat.
- Dewan Komisaris secara tanggung renteng bertanggung jawab penuh secara pribadi apabila terbukti bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan, kecuali Anggota Dewan Komisaris yang melakukan *dissenting opinion* dapat membuktikan bahwa ia telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
- Perbedaan pendapat yang dicantumkan di dalam keputusan dan risalah rapat dapat menjadi bukti bahwa Anggota Dewan Komisaris yang bersangkutan telah melakukan tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut dengan tidak menyetujui hasil keputusan rapat. Hal ini berarti bahwa Anggota Dewan Komisaris yang bersangkutan dapat terbebas dari tuntutan atas timbul atau berlanjutnya kerugian tersebut sebagai hasil pelaksanaan keputusan rapat.

## 7. Rapat Melalui Elektronik

- Rapat Dewan Komisaris dapat diselenggarakan dengan cara konferensi antara Anggota Dewan Komisaris yang berada di tempat yang berbeda, melalui telepon konferensi, video konferensi, atau peralatan komunikasi lainnya yang memungkinkan setiap Anggota Rapat Dewan Komisaris dapat saling mendengar dan berpartisipasi dalam rapat.
- Setiap Anggota Dewan Komisaris yang ikut serta dianggap hadir dalam Rapat untuk menentukan terpenuhinya persyaratan kuorum kehadiran dan keputusan rapat Dewan Komisaris.
- Tempat di mana Ketua Rapat ikut serta dianggap sebagai tempat dilangsungkannya Rapat Dewan Komisaris.

## 6. Dissenting Opinion

Dissenting opinion is regulated as follows:

- Any differences of opinion that occur are included in the Meeting Decision, and Members of the Board of Commissioners who have different opinions must express the reasons for the differences of opinion regarding the results of the decision.
- A difference of opinion does not mean giving the relevant member of the Board of Commissioners the right not to implement the results of the meeting decision. Even though there are differences of opinion, all members of the Board of Commissioners are still obliged to follow and implement the results of the meeting decisions.
- The Board of Commissioners is jointly and severally liable personally if proven guilty or negligent in carrying out their duties for the interests and business of the Company, unless the Member of the Board of Commissioners who provides a dissenting opinion can prove that he or she has taken action to prevent the occurrence or continuation of such losses.
- Differences of opinion included in the decisions and minutes of meetings can be evidence that the member of the Board of Commissioners concerned has taken action to prevent the occurrence or continuation of such losses by not agreeing to the results of the meeting decisions. This means that the member of the Board of Commissioners concerned can be free from claims regarding the occurrence or continuation of such losses as a result of implementing meeting decisions.

## 7. Electronic Meetings

- Board of Commissioners meetings can be held by means of a conference between members of the Board of Commissioners who are in different places, via telephone conference, video conference, or other communication equipment that allows each member of the Board of Commissioners meeting to hear each other and participate in the meeting.
- Each Member of the Board of Commissioners who participates is deemed to be present at the Meeting to determine whether the attendance quorum requirements and decisions of the Board of Commissioners meeting are met.
- The place where the Chairman of the Meeting participates is considered the place where the Board of Commissioners Meeting is held.

- d. Risalah Rapat harus diedarkan serta ditandatangani oleh Ketua Rapat dan Seluruh Anggota Dewan Komisaris yang ikut serta, sesuai dengan tanggal Rapat dilaksanakan.
- e. Penggunaan media elektronik dalam penyelenggaraan Rapat ini ditetapkan oleh Dewan Komisaris dengan mengacu pada perundang-undangan dan peraturan perseroan tentang informasi dan transaksi elektronik yang berlaku.

## 8. Prosedur Penyusunan Risalah Rapat Internal Dewan Komisaris

Penyusunan risalah Rapat Internal Dewan Komisaris dilakukan dengan prosedur sebagai berikut:

- a. Sekretaris Dewan Komisaris atau pejabat lain yang ditunjuk oleh Komisaris Utama dan atau Ketua Rapat bertanggung jawab untuk membuat, mengadministrasikan serta mendistribusikan risalah Rapat Dewan Komisaris.
- b. Dalam hal Rapat Dewan Komisaris tidak diikuti Sekretaris Dewan Komisaris atau pejabat lain yang ditunjuk oleh Komisaris Utama, risalah Rapat Dewan Komisaris dibuat oleh salah seorang Anggota Dewan Komisaris yang ditunjuk dari antara mereka yang hadir.
- c. Risalah Rapat Dewan Komisaris harus ditandatangani oleh pimpinan Rapat Dewan Komisaris dan oleh seluruh Anggota Dewan Komisaris yang hadir.
- d. Setiap Anggota Dewan Komisaris berhak menerima salinan risalah Rapat Dewan Komisaris, meskipun yang bersangkutan tidak hadir dalam rapat tersebut.
- e. Risalah Rapat Dewan Komisaris harus disampaikan kepada seluruh Anggota Dewan Komisaris paling lambat 7 (tujuh) hari setelah Rapat dilaksanakan.
- f. Setiap Anggota Dewan Komisaris yang hadir dan/atau yang diwakili harus menyampaikan keberatannya dan/atau usul perbaikannya, bila ada, atas risalah rapat Dewan Komisaris tersebut.
- g. Perbaikan risalah Rapat Dewan Komisaris dimungkinkan dalam jangka waktu 14 (empat belas) hari terhitung sejak tanggal pengiriman.

- d. Minutes of the Meeting must be circulated and signed by the Chair of the Meeting and all members of the Board of Commissioners who participated, according to the date the Meeting was held.
- e. The use of electronic media in holding this Meeting is determined by the Board of Commissioners by referring to applicable laws and company regulations regarding electronic information and transactions.

## 8. Procedure for Preparing Minutes of Internal Meetings of the Board of Commissioners

Preparation of minutes of the Internal Meeting of the Board of Commissioners is carried out with the following procedures:

- a. The Secretary of the Board of Commissioners or other official appointed by the President Commissioner and/or Chairman of the Meeting is responsible for compiling, administering and distributing the minutes of the Board of Commissioners' Meetings.
- b. In the event that the Board of Commissioners Meeting is not attended by the Secretary of the Board of Commissioners or another official appointed by the President Commissioner, the minutes of the Board of Commissioners Meeting are drawn up by one of the members of the Board of Commissioners appointed from among those present.
- c. The minutes of the Board of Commissioners Meeting must be signed by the chairman of the Board of Commissioners Meeting and by all members of the Board of Commissioners present.
- d. Each member of the Board of Commissioners has the right to receive a copy of the minutes of the Board of Commissioners Meeting, even if the person concerned is not present at the meeting.
- e. Minutes of the Board of Commissioners' Meetings must be submitted to all Members of the Board of Commissioners no later than 7 (seven) days after the Meeting is held.
- f. Each member of the Board of Commissioners who is present and/or who is represented must convey his objections and/or suggestions for improvements, if any, to the minutes of the Board of Commissioners meeting.
- g. Amendments to the minutes of the Board of Commissioners Meeting are possible within 14 (fourteen) days from the date of delivery.

- h. Jika keberatan dan atau usul perbaikan tidak diterima dalam jangka waktu tersebut, maka disimpulkan tidak ada keberatan dan atau perbaikan terhadap risalah Rapat Dewan Komisaris yang bersangkutan.
- i. Risalah asli rapat Dewan Komisaris disampaikan kepada Direksi untuk disimpan dan dipelihara, sedangkan Dewan Komisaris menyimpan salinannya.

- h. If objections and/or revision proposals are not received within that time period, it will be concluded that there are no objections and/or revisions to the minutes of the relevant Board of Commissioners Meeting.
- i. The original minutes of the Board of Commissioners' meetings are submitted to the Board of Directors to be kept and maintained, while the Board of Commissioners keeps a copy.

### Frekuensi Rapat dan Kehadiran Dewan Komisaris

Frekuensi pelaksanaan rapat dan kehadiran masing-masing anggota Dewan Komisaris di tahun 2024 adalah sebagai berikut:

### Frequency of Meetings and Attendance of the Board of Commissioners

The frequency of meetings and attendance of each member of the Board of Commissioners in 2024 are as follows:

**Tabel Frekuensi Rapat dan Tingkat Kehadiran Anggota Dewan Komisaris Tahun 2024**

**Table of Frequency of Meetings and Attendance Level of Board of Commissioners Members in 2024**

| No | Nama / Name                | Jabatan / Position                                                                      | Rapat Komisaris / Board of Commissioners Meeting |                                     |     | Rapat Gabungan / Joint Meetings |                                     |     | RUPS / GMS                    |                                     |     |
|----|----------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------|-----|---------------------------------|-------------------------------------|-----|-------------------------------|-------------------------------------|-----|
|    |                            |                                                                                         | Jumlah Rapat / Total Meetings                    | Jumlah Kehadiran / Total Attendance | %   | Jumlah Rapat / Total Meetings   | Jumlah Kehadiran / Total Attendance | %   | Jumlah Rapat / Total Meetings | Jumlah Kehadiran / Total Attendance | %   |
| 1  | Said Aqil Siroj            | Komisaris Utama/ Komisaris Independen / President Commissioner/Independent Commissioner | 16                                               | 8                                   | 50  | 15                              | 8                                   | 53  | 2                             | 2                                   | 100 |
| 2  | Rochadi                    | Komisaris Independen / Independent Commissioner                                         | 16                                               | 15                                  | 94  | 15                              | 15                                  | 100 | 2                             | 2                                   | 100 |
| 3  | Riza Primadi*              | Komisaris Independen / Independent Commissioner                                         | 2                                                | 2                                   | 100 | 2                               | 2                                   | 100 | 1                             | 1                                   | 100 |
| 4  | Endang Tirtana             | Komisaris / Commissioner                                                                | 16                                               | 13                                  | 81  | 15                              | 11                                  | 69  | 2                             | 2                                   | 100 |
| 5  | Mohamad Risal Wasal        | Komisaris / Commissioner                                                                | 16                                               | 9                                   | 56  | 15                              | 9                                   | 60  | 2                             | 2                                   | 100 |
| 6  | Sri Paduka Mangkoenagoro X | Komisaris / Commissioner                                                                | 16                                               | 12                                  | 75  | 15                              | 13                                  | 87  | 2                             | 2                                   | 100 |
| 7  | Diah Natalisa              | Komisaris / Commissioner                                                                | 16                                               | 16                                  | 100 | 15                              | 13                                  | 87  | 2                             | 2                                   | 100 |
| 8  | Chairul Anwar              | Komisaris / Commissioner                                                                | 16                                               | 16                                  | 100 | 15                              | 14                                  | 88  | 2                             | 2                                   | 100 |
| 9  | Johan Sirait               | Komisaris Independen / Independent Commissioner                                         | 16                                               | 11                                  | 70  | 15                              | 10                                  | 67  | 2                             | 2                                   | 100 |
| 10 | Elen Setiadi**             | Komisaris / Commissioner                                                                | 7                                                | 7                                   | 100 | 4                               | 4                                   | 100 | 1                             | 1                                   | 100 |

\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2025.

\*\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

### Agenda, Tanggal, dan Peserta Rapat Internal Dewan Komisaris Tahun 2024

Di tahun 2024, Dewan Komisaris telah menyelenggarakan rapat internal sebanyak 16 kali rapat. Informasi agenda, tanggal dan kehadiran rapat internal Dewan Komisaris di tahun 2024 adalah sebagai berikut:

### Agenda, Date, and Participants of the Board of Commissioners' Internal Meetings in 2024

In 2024, the Board of Commissioners held 16 internal meetings. Information on the agenda, date, and attendance of the Board of Commissioners' internal meetings in 2024 is as follows:

**Tabel Agenda, Tanggal dan Peserta Rapat Internal Dewan Komisaris Tahun 2024**      **Table of Agenda, Date and Participants of the 2024 Board of Commissioners Internal Meeting**

| No | Tanggal / Date                     | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                           |
|----|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------|
| 1  | 17 Januari 2024 / January 17, 2024 | a. Surat Usulan Penghapusbukuan Aset Gadobangkong / Proposal Letter for Write-off of Gadobangkong Assets<br>b. Bahan Acuan pemilihan Komite Nominasi dan Remunerasi / Reference Material for the Election of the Nomination and Remuneration Committee<br>c. Progress Audit LK 2023 / 2023 FS Audit Progress                                                                                                                                                                           | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rochadi                              | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Riza Primadi                         | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Chairul Anwar                        | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Diah Natalisa                        | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Endang Tirtana                       | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                     |
| 2  | 7 Februari 2024 / February 7, 2024 | a. Update LKP Tahap II RSM atas Audit LK KAI TB 2023 / Update of RSM's LKP Phase II on the Audit of KAI TB 2023 LK<br>b. Tindak lanjut pembentukan KTKT / Follow-up on the formation of the KTKT<br>c. Pemilihan Anggota Komite Nominasi dan Remunerasi (KNR) / Election of Members of the Nomination and Remuneration Committee (KNR)                                                                                                                                                 | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rochadi                              | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Riza Primadi                         | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Chairul Anwar                        | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Diah Natalisa                        | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Endang Tirtana                       | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Johan Sirait                         | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Sri Paduka Mangkoenagoro X           | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                     |
| 3  | 13 Maret 2024 / March 13, 2024     | a. Pembagian Tugas Komite Dewan Komisaris dan Pemilihan Ketua Komite Audit / Division of Tasks of the Board of Commissioners Committee and Election of the Chairman of the Audit Committee<br>b. Penyelesaian Audit TB 2023 / Completion of the 2023 TB Audit<br>c. Progress <i>Diagnostic Review</i> ICOFR di KAI / Progress of the ICOFR Diagnostic Review at KAI<br>d. <i>Talent Pool</i> 2024<br>e. Penilaian/Interview anggota baru KNR / Assessment/Interview of new KNR members | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rochadi                              | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Chairul Anwar                        | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Diah Natalisa                        | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Endang Tirtana                       | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Johan Sirait                         | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                     |
|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Elen Setiadi                         | Hadir / Present        | -                                                                                                     |



| No | Tanggal / Date                 | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                       | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 4  | 20 Maret 2024 / March 20, 2024 | a. Interview Calon Anggota KNR / Interview of KNR Candidate Members<br>b. Pembahasan <i>Talent Pool</i> 2024 / Discussion of Talent Pool 2024                                                                                                                                       | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                |                                                                                                                                                                                                                                                                                     | Sri Paduka Mangkoenagoro X           | Tidak Hadir / Absent   | Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.                                          |
|    |                                |                                                                                                                                                                                                                                                                                     | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
| 5  | 3 April 2024 / April 3, 2024   | a. KPI Individual Direksi / Individual KPI of the Board of Directors<br>b. Talent Pool 2024<br>c. Penetapan Kebijakan Ambang Batas Kewenangan / Determination of Authority Threshold Policy<br>d. Progress Diagnostic Review ICORF di KAI / Progress Diagnostic Review ICORF at KAI | Said Aqil Siroj                      | Hadir / Present        | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                |                                                                                                                                                                                                                                                                                     | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
| 6  | 24 April 2024 / April 24, 2024 | Pembahasan Kinerja Triwulan I 2024 PT KAI (Persero)                                                                                                                                                                                                                                 | Said Aqil Siroj                      | Tidak Hadir / Absent   | Menjalani Ibadah Umroh / Performed the Umrah Pilgrimage                                                                               |
|    |                                |                                                                                                                                                                                                                                                                                     | Rochadi                              | Tidak Hadir            | Menjalani Ibadah Umroh / Performed the Umrah Pilgrimage                                                                               |
|    |                                |                                                                                                                                                                                                                                                                                     | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                |                                                                                                                                                                                                                                                                                     | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
|    |                                |                                                                                                                                                                                                                                                                                     | Elen Setiadi                         | Hadir / Present        | -                                                                                                                                     |

| No | Tanggal / Date                    | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                           | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 7  | 6 Juni 2024 / June 6, 2024        | a. Persetujuan Pemeringkat Tingkat Kesehatan / Health Rating Approval<br>b. Finalisasi Pemilihan KNR / Finalization of KNR Selection                                                                                                                                                                                                                                                                                                    | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Sedang melakukan perjalanan dinas luar negeri / On a business trip abroad                                                             |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Elen Setiadi                         | Hadir / Present        | -                                                                                                                                     |
| 8  | 12 Juni 2024 / June 12, 2024      | a. Usulan KAP 2024 / 2024 KAP Proposal<br>b. Usulan Remunerasi 2023 / 2023 Remuneration Proposal                                                                                                                                                                                                                                                                                                                                        | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Elen Setiadi                         | Hadir / Present        | -                                                                                                                                     |
| 9  | 30 Juli 2024 / July 30, 2024      | a. Evaluasi Komite atas Kinerja Semester I 2024 / Committee Evaluation of Semester I 2024 Performance<br>b. Usulan Obligasi / Bond Proposal<br>c. Evaluasi Kehadiran Dekom / Evaluation of Board of Commissioners' Attendance<br>d. Pembahasan Direksi yang Habis Masa Jabatan / Discussion of Board of Directors Whose Term of Office Has Ended                                                                                        | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Elen Setiadi                         | Hadir / Present        | -                                                                                                                                     |
| 10 | 21 Agustus 2024 / August 21, 2024 | a. Pembahasan Penghapusbukuan Aset Gadobangkong / Discussion on Write-off of Gadobangkong Assets<br>b. Pembahasan Penghapusbukuan Aset Kesultanan Yogya / Discussion on Write-off of Yogya Sultanate Assets<br>c. Usulan Restrukturisasi Organisasi / Proposal for Organizational Restructuring<br>d. Update Diagnostic ICOFR / Update of ICOFR Diagnostic<br>e. Usulan Pengurus Anak Perusahaan. / Proposal for Subsidiary Management. | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Tidak Hadir / Absent   | Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.                                          |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
|    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                      |                        |                                                                                                                                       |

| No | Tanggal / Date                         | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 11 | 5 September 2024 / September 5, 2024   | Pembahasan terkait Rencana Pemenuhan CDS (Cash Deficiency Support) KCJB / Discussion on KCJB's Cash Deficiency Support (CDS) Fulfillment Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Said Aqil Siroj                      | Tidak Hadir / Absent   | Izin Sakit / Sick                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
| 12 | 18 September 2024 / September 18, 2024 | Interview Pengurus Anak Perusahaan / Subsidiary Manager Interview                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil Siroj                      | Tidak Hadir / Absent   | Izin Sakit / Sick                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
| 13 | 25 September 2024 / September 25, 2024 | a. Pembahasan rencana kerjasama aset Grand Boutique / Discussion of Grand Boutique asset cooperation plan<br>b. Lain-lain / Others                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil Siroj                      | Tidak Hadir / Absent   | Izin Sakit / Sick                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Endang Tirtana                       | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
| 14 | 23 Oktober 2024 / October 23, 2024     | a. Isu strategis SDM perusahaan; rencana pembekalan leadership oleh Dekom (KNR). / Strategic issues of the company's HR; leadership provision plan by the Board of Commissioners (KNR).<br>b. Update diagnostic ICOFR; Kinerja SPI TW 3 2024; Progres audit dan progres tindak lanjut temuan & rekomendasi serta Imbal Jasa Audit (Komdit). / ICOFR diagnostic update; SPI performance Q3 2024; Audit progress and progress of follow-up of findings & recommendations and Audit Fees (Komdit).<br>c. Rencana Kerja Dewan Komisaris 2025. / Board of Commissioners Work Plan 2025.<br>d. Rencana Kerja Dekom 2025, Penggunaan RDS untuk Dekom dan Organ (Sesdekom). / Board of Commissioners Work Plan 2025, Use of RDS for Board of Commissioners and Organs (Sesdekom).<br>e. Sharing Program Pelatihan ERM di Nanyang Business School. / Sharing of ERM Training Program at Nanyang Business School. | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
| 15 | 23 Oktober 2024 / October 23, 2024     | a. Isu strategis SDM perusahaan; rencana pembekalan leadership oleh Dekom (KNR). / Strategic issues of the company's HR; leadership provision plan by the Board of Commissioners (KNR).<br>b. Update diagnostic ICOFR; Kinerja SPI TW 3 2024; Progres audit dan progres tindak lanjut temuan & rekomendasi serta Imbal Jasa Audit (Komdit). / ICOFR diagnostic update; SPI performance Q3 2024; Audit progress and progress of follow-up of findings & recommendations and Audit Fees (Komdit).<br>c. Rencana Kerja Dewan Komisaris 2025. / Board of Commissioners Work Plan 2025.<br>d. Rencana Kerja Dekom 2025, Penggunaan RDS untuk Dekom dan Organ (Sesdekom). / Board of Commissioners Work Plan 2025, Use of RDS for Board of Commissioners and Organs (Sesdekom).<br>e. Sharing Program Pelatihan ERM di Nanyang Business School. / Sharing of ERM Training Program at Nanyang Business School. | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |

| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 15 | 6 November 2024 / November 6, 2024   | a. Surat permohonan tanggapan tertulis Kerjasama asset Gang Buntu, Medan. / Written response request letter for Gang Buntu asset cooperation, Medan.<br>b. Surat permohonan tanggapan tertulis Penghapusbukuan asset di Magelang untuk proyek tol Jogja -Bawen. / Written response request letter for asset write-off in Magelang for the Jogja-Bawen toll road project.<br>c. Surat permohonan tanggapan tertulis Kerjasama asset Grand Boutique Centre, Mangga Dua. / Written response request letter for Grand Boutique Center asset cooperation, Mangga Dua. | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
| 16 | 29 November 2024 / November 29, 2024 | Pembahasan terkait dengan Pertemuan Komite Tata Kelola Terintegrasi (KTKT) / Discussion related to the Integrated Governance Committee (KTKT) Meeting                                                                                                                                                                                                                                                                                                                                                                                                            | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |

### Agenda, Tanggal, dan Kehadiran Rapat Gabungan Direksi Bersama Dewan Komisaris Tahun 2024

Di tahun 2024, Dewan Komisaris telah mengikuti rapat gabungan bersama Direksi sebanyak 15 kali rapat. Informasi agenda, tanggal dan kehadiran rapat gabungan Dewan Komisaris bersama Direksi di tahun 2024 adalah sebagai berikut:

### Agenda, Date, and Attendance of Joint Meeting of the Board of Directors and the Board of Commissioners in 2024

In 2024, the Board of Commissioners attended 15 joint meetings with the Board of Directors. Information on the agenda, date, and attendance of joint meetings of the Board of Commissioners and the Board of Directors in 2024 is as follows:

**Tabel Agenda, Tanggal dan Peserta Rapat Gabungan Tahun 2024**

**Table of Agenda, Date and Participants of the 2024 Joint Meeting**

| No | Tanggal / Date                   | Agenda Rapat / Meeting Agenda                                     | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                           |
|----|----------------------------------|-------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------|
| 1  | 8 Januari 2024 / January 8, 2024 | Pembahasan Aksi Korporasi KCJB / KCJB Corporate Action Discussion | Said Aqil Siroj                      | Tidak Hadir / Absent   | Izin Sakit / Sick                                                                                     |
|    |                                  |                                                                   | Rochadi                              | Hadir / Present        | -                                                                                                     |
|    |                                  |                                                                   | Riza Primadi                         | Hadir / Present        | -                                                                                                     |
|    |                                  |                                                                   | Chairul Anwar                        | Hadir / Present        | -                                                                                                     |
|    |                                  |                                                                   | Diah Natalisa                        | Tidak Hadir / Absent   | Izin Sakit / Sick                                                                                     |
|    |                                  |                                                                   | Endang Tirtana                       | Hadir / Present        | -                                                                                                     |
|    |                                  |                                                                   | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed |
|    |                                  |                                                                   | Sri Paduka Mangkoenagoro X           | Tidak Hadir / Absent   | Izin Sakit / Sick                                                                                     |
|    |                                  |                                                                   | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                     |

| No | Tanggal /<br>Date                     | Agenda Rapat /<br>Meeting Agenda                                                                       | Peserta Rapat /<br>Meeting Participants | Kehadiran /<br>Attendance | Alasan Ketidakhadiran /<br>Reasons for Absence                                                                                        |
|----|---------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 2  | 17 Januari 2024 /<br>January 17, 2024 | Pembahasan Surat Usulan PMN kepada PT KCI /<br>Discussion of PMN Proposal Letter to PT KCI             | Said Aqil Siroj                         | Tidak Hadir / Absent      | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                       |                                                                                                        | Rochadi                                 | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Riza Primadi                            | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Chairul Anwar                           | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Diah Natalisa                           | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Endang Tirtana                          | Tidak Hadir / Absent      | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                       |                                                                                                        | Johan Sirait                            | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Sri Paduka Mangkoenagoro X              | Tidak Hadir / Absent      | Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.                                          |
|    |                                       |                                                                                                        | Mohamad Risal Wasal                     | Tidak Hadir / Absent      | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
| 3  | 5 April 2024 /<br>April 5, 2024       | Pembahasan Beban TAC PT KAI (Persero) Tahun 2023 / Discussion of PT KAI (Persero) TAC Expenses in 2023 | Said Aqil Siroj                         | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Rochadi                                 | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Chairul Anwar                           | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Diah Natalisa                           | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Endang Tirtana                          | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Johan Sirait                            | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Sri Paduka Mangkoenagoro X              | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Mohamad Risal Wasal                     | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Elen Setiadi                            | Hadir / Present           | -                                                                                                                                     |
| 4  | 8 Mei 2024 /<br>May 8, 2024           | Kinerja Triwulan I 2024 / Q1-2024 Performance                                                          | Said Aqil Siroj                         | Tidak Hadir / Absent      | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                       |                                                                                                        | Rochadi                                 | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Chairul Anwar                           | Tidak Hadir / Absent      | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                       |                                                                                                        | Diah Natalisa                           | Hadir                     | -                                                                                                                                     |
|    |                                       |                                                                                                        | Endang Tirtana                          | Hadir                     | -                                                                                                                                     |
|    |                                       |                                                                                                        | Johan Sirait                            | Tidak Hadir / Absent      | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                       |                                                                                                        | Sri Paduka Mangkoenagoro X              | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Mohamad Risal Wasal                     | Hadir / Present           | -                                                                                                                                     |
|    |                                       |                                                                                                        | Elen Setiadi                            | Hadir / Present           | -                                                                                                                                     |



| No | Tanggal / Date                         | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 5  | 20 Juni 2024 / June 20, 2024           | Kinerja Audited 2023 / 2023 Audited Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sri Paduka Mangkoenagoro X           | Tidak Hadir / Absent   | Bersamaan dengan agenda di Solo / There are other agendas that need to be addressed in Solo.                                          |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Elen Setiadi                         | Hadir / Present        | -                                                                                                                                     |
| 6  | 26 Juni 2024 / June 26, 2024           | Pembahasan Penyelesaian CDS KCJB / Discussion of KCJB CDS Settlement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Elen Setiadi                         | Hadir / Present        | -                                                                                                                                     |
| 7  | 11 September 2024 / September 11, 2024 | Pendalaman isu strategis KCJB, mencakup: / In-depth discussion of the KCJB strategic issues, including:<br>a. Penyelesaian CDS tahun 2024 dan jangka Panjang / Completion of CDS in 2024 and long term<br>b. Evaluasi kinerja, upaya peningkatan kinerja dan pendapatan, efisiensi biaya di KCIC / Performance evaluation, efforts to improve performance and income, cost efficiency at KCIC<br>c. Laporan realisasi setoran modal dan/ atau SHL kepada PSBI/ KCIC / Report on the realization of capital deposits and/or SHL to PSBI/KCIC<br>d. Laporan serapan PMN yang disalurkan kepada PSBI/ KCIC / Report on PMN absorption distributed to PSBI/KCIC<br>e. Isu strategis lainnya terkait KCJB. / Other strategic issues related to KCJB. | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                      |                        |                                                                                                                                       |
| 8  | 2 Oktober 2024 / October 2, 2024       | Pembahasan Rencana Jangka Panjang Perusahaan (RJPP) / Discussion of the Company's Long-Term Plan (RJPP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sri Paduka Mangkoenagoro X           | Hadir                  | -                                                                                                                                     |
|    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |

| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 9  | 23 Oktober 2024 / October 23, 2024   | a. Pembahasan Road Map Pengelolaan SDM / Discussion of the Road Map for Human Resource Management<br>b. Mekanisme koordinasi Komite Nominasi dan Remunerasi (KNR) dengan Direktur SDM dan Umum (D6) / Coordination mechanism of the Nomination and Remuneration Committee (KNR) with the Director of Human Resources and General Affairs (D6)<br>c. Follow up masalah pelanggaran (fraud) pekerja / Follow up on employee fraud issues                                                                                                                                                                                                      | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
| 10 | 28 Oktober 2024 / October 28, 2024   | Pembahasan RKAP 2025 dan Laporan ICOFR / Discussion of 2023 RKAP and ICOFR Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
| 11 | 13 November 2024 / November 13, 2024 | a. Usulan aksi korporasi penghapusbukuan dan kerjasama aset PT KAI (Persero). / Proposal for corporate action for write-off and cooperation of PT KAI (Persero) assets.<br>b. Evaluasi atas pelaksanaan kerjasama dengan pihak ketiga yang telah berjalan. / Evaluation of the implementation of cooperation with third parties that has been running.<br>c. Rencana optimalisasi aset PT KAI (Persero). / Plan for optimizing PT KAI (Persero) assets.<br>d. Isu strategis lainnya di lingkungan Direktorat Pengembangan Usaha dan Kelembagaan. / Other strategic issues within the Directorate of Business and Institutional Development. | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Endang Tirtana                       | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Johan Sirait                         | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |

| No | Tanggal / Date                       | Agenda Rapat / Meeting Agenda                                                                                                                                                                                              | Peserta Rapat / Meeting Participants | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                                                           |
|----|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 12 | 13 November 2024 / November 13, 2024 | Pembahasan Kinerja Triwulan III Tahun 2024 / Discussion of Q3-2024 Performance                                                                                                                                             | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Endang Tirtana                       | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                            | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
| 13 | 20 November 2024 / November 20, 2024 | Pembahasan Rencana Setoran Modal PT KAI (Persero) kepada PT Moda Integrasi Transportasi Jabodetabek Tahun 2023 / Discussion of PT KAI (Persero) Capital Deposit Plan to PT Moda Integrasi Transportasi Jabodetabek in 2023 | Said Aqil Siroj                      | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Mohamad Risal Wasal                  | Tidak Hadir / Absent   | Bersamaan dengan Agenda Kementerian Perhubungan / There are other agendas that need to be addressed at the Ministry of Transportation |
| 14 | 4 Desember 2024 / December 4, 2024   | Pembahasan Rancangan Peraturan Direksi tentang Pedoman Penerapan Manajemen Risiko / Discussion of the Draft Regulation of the Board of Directors on Guidelines for the Implementation of Risk Management                   | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                            | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Diah Natalisa                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Endang Tirtana                       | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                            | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |
| 15 | 18 Desember 2024 / December 18, 2024 | Pembahasan Usulan Rencana Setoran Modal kepada PT KCI / Discussion of the Proposed Capital Deposit Plan to PT KCI                                                                                                          | Said Aqil Siroj                      | Tidak Hadir / Absent   | Terdapat agenda lain yang tidak bisa ditinggalkan / There are other agendas that need to be addressed                                 |
|    |                                      |                                                                                                                                                                                                                            | Rochadi                              | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Chairul Anwar                        | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Diah Natalisa                        | Tidak Hadir / Absent   | Menjalankan Ibadah Umroh / Performed Umrah Pilgrimage                                                                                 |
|    |                                      |                                                                                                                                                                                                                            | Endang Tirtana                       | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Johan Sirait                         | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Sri Paduka Mangkoenagoro X           | Hadir / Present        | -                                                                                                                                     |
|    |                                      |                                                                                                                                                                                                                            | Mohamad Risal Wasal                  | Hadir / Present        | -                                                                                                                                     |

## PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DEWAN KOMISARIS

### Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Anggota Dewan Komisaris

Perseroan memahami bahwa program pelatihan dan/atau peningkatan kompetensi merupakan sesuatu yang penting, agar Dewan Komisaris dapat selalu mendapatkan informasi perkembangan terkini dari *core business* dan bisnis penunjang Perusahaan, hingga perkembangan peraturan perundang-undangan yang berlaku. Perseroan mengatur kebijakan pelatihan dan/ atau peningkatan kompetensi bagi anggota Dewan Komisaris di dalam Board Manual, dengan uraian ketentuan berikut:

1. Program Peningkatan Kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris dan dimasukkan dalam Rencana Kerja dan Anggaran Dewan Komisaris.
2. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam rencana kerja dan anggaran tahunan Dewan Komisaris.
3. Setiap Anggota Dewan Komisaris yang mengikuti program peningkatan kapabilitas seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada Anggota Dewan Komisaris lainnya dalam rangka berbagai informasi dan pengetahuan (*sharing knowledge*).
4. Anggota Dewan Komisaris yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas dan disampaikan kepada Dewan Komisaris.

Program Peningkatan Kapabilitas dapat berbentuk seminar, lokakarya, pelatihan, pelatihan *in-house*, studi banding, dan program lainnya yang berkaitan dengan:

1. Pengetahuan terkait prinsip hukum korporasi dan *updating* peraturan perundang-undangan yang berhubungan dengan kegiatan usaha perusahaan.
2. Pengetahuan terkait Lingkungan Bisnis dan *issue* perekonomian terkini.
3. Pengetahuan terkait tugas fungsi pengawasan Sistem Pengendalian Internal, Manajemen Risiko, Sistem Manajemen Mutu, Internal Audit, *Good Corporate Governance*, Sistem Informasi Teknologi, Kebijakan akuntansi dan Pelaporan Keuangan, Pengelolaan *Human Capital*, *research and development* dan Kebijakan Pengadaan Barang dan Jasa.
4. Pengetahuan terkait perusahaan pesaing, perusahaan pengganti, perusahaan kelas dunia/perusahaan *benchmark*.

## TRAINING AND/OR COMPETENCY DEVELOPMENT FOR MEMBERS OF THE BOARD OF COMMISSIONERS

### Policy on Training and/or Competency Development for Members of the Board of Commissioners

The Company recognizes that training and/or competency development programs are essential for ensuring that the Board of Commissioners stays informed about the latest advancements in the Company's core business, supporting businesses, and relevant laws and regulations. The policies governing training and/or competency development for members of the Board of Commissioners are outlined in the Board Manual, with the following key points:

1. The Competency Development Program aims to enhance the effectiveness of the Board of Commissioners' work and is incorporated into the Board of Commissioners' Work Plan and Budget.
2. Plans for executing the capability development program must be integrated into the Board of Commissioners' annual work plan and budget.
3. Each Member of the Board of Commissioners who participates in a capability development program, such as seminars and/or training, is encouraged to present their learnings to fellow Board members to facilitate the sharing of information and knowledge.
4. The participating Member of the Board of Commissioners is responsible for preparing a report on the implementation of the capability development program and submitting it to the Board of Commissioners.

The Competency Development Program may consist of seminars, workshops, training sessions, in-house training, comparative studies, and other related initiatives, focusing on:

1. Knowledge pertaining to corporate legal principles and updates on laws and regulations impacting the Company's business activities.
2. Insights about the business environment and contemporary economic issues.
3. Understanding of the supervisory functions surrounding the Internal Control System, Risk Management, Quality Management System, Internal Audit, Good Corporate Governance, Information Technology Systems, Accounting Policies and Financial Reporting, Human Capital Management, Research and Development, and Procurement of Goods and Services Policies.
4. Knowledge of competing companies, potential disruptors, and world-class/benchmark companies.

### Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Anggota Dewan Komisaris Tahun 2024

Pelatihan dan/atau peningkatan kompetensi yang diikuti oleh masing-masing anggota Dewan Komisaris di tahun 2024 adalah sebagai berikut:

### Training and/or Competency Development Undertaken by Members of the Board of Commissioners in 2024

In 2024, the training and/or competency development undertaken by each member of the Board of Commissioners is as follows:

**Tabel Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Tahun 2024**

**Table of Training and/or Competency Improvement for the Board of Commissioners in 2024**

| No | Nama / Name                | Jabatan / Position                                                | Pelatihan / Training                                                                                                                            | Waktu / Time                               | Lokasi / Location | Penyelenggara / Organizers                                             |
|----|----------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------|------------------------------------------------------------------------|
| 1  | Said Aqil Siroj            | Komisaris Utama/ Independen / President/ Independent Commissioner | Advanced Governance, Risk, and Compliance For Executives                                                                                        | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
|    |                            |                                                                   | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
| 2  | Rochadi                    | Komisaris Independen / Independent Commissioner                   | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
|    |                            |                                                                   | Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Realm | 1 Agustus 2024 / August 1, 2024            | Jakarta           | Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association |
| 3  | Diah Natalisa              | Komisaris / Commissioner                                          | Audit Committees In New Era Governance                                                                                                          | 17-19 Juni 2024 / Juni 17-19, 2024         | Boston, USA       | Harvard Business School                                                |
|    |                            |                                                                   | Advanced Governance, Risk, and Compliance For Executives                                                                                        | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
|    |                            |                                                                   | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
|    |                            |                                                                   | The 3rd Lead In Asia Conference                                                                                                                 | 27-29 November 2024 / November 27-29, 2024 | Bali              | RMIT University                                                        |
| 4  | Chairul Anwar              | Komisaris / Commissioner                                          | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
|    |                            |                                                                   | The 3rd Lead In Asia Conference                                                                                                                 | 27-29 November 2024 / November 27-29, 2024 | Bali              | RMIT University                                                        |
| 5  | Endang Tirtana             | Komisaris Independen / Independent Commissioner                   | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 / September 2, 2024       | Bandung           | Sinergi Development Group                                              |
|    |                            |                                                                   | The 3rd Lead In Asia Conference                                                                                                                 | 27-29 November 2024                        | Bali              | RMIT University                                                        |
| 6  | Sri Paduka Mangkoenagoro X | Komisaris / Commissioner                                          | Audit Committees In New Era Governance                                                                                                          | 17-19 Juni 2024 / June 17-19, 2024         | Boston, USA       | Harvard Business School                                                |
|    |                            |                                                                   | The 3rd Lead In Asia Conference                                                                                                                 | 27-29 November 2024 / November 27-29, 2024 | Bali              | RMIT University                                                        |

### PROGRAM ORIENTASI BAGI KOMISARIS BARU TAHUN 2024

Perseroan menerapkan program pengenalan bagi anggota Dewan Komisaris baru. Program pengenalan diterapkan guna memberikan pemahaman mendasar bagi anggota Dewan Komisaris baru, terkait hal-hal sebagai berikut:

1. Pelaksanaan prinsip-prinsip GCG oleh BUMN.
2. Gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.

### ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS IN 2024

The Company has established an induction program designed for new members joining the Board of Commissioners. This program aims to provide essential insights into various critical areas, including:

1. Implementation of GCG principles by SOE.
2. Overview of SOE, encompassing its objectives, nature, scope of operations, financial and operational performance, strategic direction, as well as short-term and long-term business plans, competitive position, risks, and other strategic issues.



3. Keterangan berkaitan dengan struktur organisasi perusahaan, aturan dasar perusahaan, dan fasilitas Dewan Komisaris.
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris serta hal-hal yang tidak diperbolehkan.

Di tahun 2024, terdapat perubahan Dewan Komisaris baru yaitu Elen Setiadi sebagai Komisaris, program orientasi telah dilaksanakan pada tanggal 13 Maret 2024 secara *daring*.

**KEPUTUSAN DAN PELAKSANAAN TUGAS DEWAN KOMISARIS**

Dewan Komisaris telah melaksanakan tugas melalui berbagai bentuk kegiatan. Pelaksanaan tugas tersebut mencakup pelaksanaan rapat, baik berupa rapat internal maupun rapat gabungan bersama Direksi. Dalam rangka mendapatkan informasi yang lebih lengkap dan mendalam, Dewan Komisaris melaksanakan kunjungan langsung ke wilayah kerja/ operasional Perseroan. Di samping itu, Dewan Komisaris melaksanakan tugas dengan melakukan korespondensi/ surat tertulis, baik kepada Direksi maupun kepada pemegang saham, yang ditujukan sebagai pemberian laporan, tanggapan tertulis, serta pemberian nasihat.

Pelaksanaan tugas Dewan Komisaris di tahun 2024 terdiri atas kegiatan korespondensi, pelaksanaan rapat, serta kegiatan di luar kegiatan rutin, dengan uraian sebagai berikut:

**A. Surat-Menyurat**

Dewan Komisaris memberikan tanggapan, arahan, nasehat serta laporan yang diperlukan, baik kepada Direksi maupun kepada pemegang saham, dengan perincian sebagai berikut:

1. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 01/CG/KOM/I/2024, tanggal 5 Januari 2024 perihal Persetujuan Pengurus Anak Perusahaan PT KAI (Persero).
2. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 02/CF/KOM/I/2024, tanggal 5 Januari 2024 perihal Tanggapan Dewan Komisaris atas Penugasan Perawatan dan Pengoperasian Prasarana Perkeretaapian Milik Negara Tahun Anggaran 2023.
3. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 03/CF/KOM/I/2024, tanggal 5 Januari 2024 perihal Pemenuhan Kewajiban Perusahaan atas Penerapan Peraturan Menteri BUMN No. PER-02/MBU/03/2023.

3. Information about the company's organizational structure, fundamental rules, and resources available to the Board of Commissioners.
4. Guidelines regarding the roles and responsibilities of the Board of Commissioners, including prohibitions.

In 2024, there was a new member of the Board of Commissioners, namely Elen Setiadi as Commissioner, the orientation program was carried out online on March 13, 2024.

**DECISIONS AND IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES**

The Board of Commissioners has fulfilled its responsibilities through a variety of activities. This involves conducting both internal meetings and joint meetings with the Board of Directors. To gain comprehensive insights, the Board undertakes direct visits to the Company's operational areas. Furthermore, the Board communicates through written correspondence to both the Board of Directors and shareholders, which includes reports, written feedback, and advisory notes.

In 2024, the execution of the Board of Commissioners' duties encompassed correspondence activities, meetings, and additional engagements beyond routine responsibilities, detailed as follows:

**A. Correspondence**

The Board of Commissioners provides necessary responses, guidance, recommendations, and reports to the Board of Directors and shareholders, with the following specifics:

1. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 01/CG/KOM/I/2024, dated January 5, 2024 regarding Approval of the Management of PT KAI (Persero) Subsidiaries.
2. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 02/CF/KOM/I/2024, dated January 5, 2024 regarding the Board of Commissioners' Response to the Assignment of Maintenance and Operation of State-Owned Railway Infrastructure for the 2023 Fiscal Year.
3. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 03/CF/KOM/I/2024, dated January 5, 2024 regarding Fulfillment of the Company's Obligations for the Implementation of the Regulation of the Minister of SOEs No. PER-02/MBU/03/2023.

4. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 05/CH/KOM/II/2024, tanggal 9 Januari 2024 perihal Tanggapan Dewan Komisaris atas Rencana Pemberian Pinjaman Pemegang Saham (*Shareholder's Loan*) kepada PT PSBI dalam rangka Pendanaan *Cost Overrun* Proyek KCJB, Pemenuhan Biaya Usaha PT PSBI Tahun 2023 dan Perubahan Penggunaan PMB TA 2022.
  5. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 06/CF/KOM/II/2024 tanggal 17 Januari 2024 perihal Tanggapan Dewan Komisaris atas Rencana Tambahan Penyertaan Modal Negara kepada PT Kereta Api Indonesia (Persero) Tahun Anggaran 2025.
  6. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 07/CF/KOM/II/2024 tanggal 19 Januari 2024 perihal Tanggapan Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) di Desa Gadobangkong.
  7. Surat Dewan Komisaris kepada Menteri BUMN selaku Pemegang Saham No. 08/CF/KOM/II/2024 tanggal 19 Januari 2024 perihal Tanggapan dan Saran Dewan Komisaris atas Usulan RKAP Tahun 2024.
  8. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 12/CG/KOM/II/2024, tanggal 19 Februari 2024 perihal Tindak Lanjut Pelaksanaan Reviu *Internal Control Over Financial Reporting* (ICOFR) PT KAI (Persero).
  9. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 13/CF/KOM/II/2024, tanggal 19 Februari 2024 perihal Persetujuan atas Usulan Direksi PT Kereta Cepat Indonesia China.
  10. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 14/CG/KOM/II/2024, tanggal 19 Februari 2024 perihal Usulan Perubahan Nomenklatur dan Pemindahan Fungsi pada PT Kereta Api Indonesia (Persero).
  11. Surat Dewan Komisaris kepada Menteri BUMN Up Wakil Menteri BUMN II No. 15/CG/KOM/III/2024, tanggal 20 Maret 2024 perihal Laporan Pembentukan Komite Tata Kelola Terintegrasi PT KAI (Persero).
  12. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 16/CG/KOM/III/2024, tanggal 20 Maret 2024 perihal Penyusunan Buku Putih Penugasan Proyek Strategis PT KAI (Persero).
4. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 05/CH/KOM/II/2024, dated January 9, 2024 regarding the Board of Commissioners' Response to the Shareholder's Loan Provision Plan to PT PSBI in the context of Funding the KCJB Project Cost Overrun, Fulfillment of PT PSBI's Business Costs in 2023 and Changes in the Use of PMB for the 2022 Fiscal Year.
  5. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 06/CF/KOM/II/2024 dated January 17, 2024 regarding the Board of Commissioners' Response to the Plan for Additional State Capital Participation to PT Kereta Api Indonesia (Persero) for the 2025 Fiscal Year.
  6. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 07/CF/KOM/II/2024 dated January 19, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) in Gadobangkong Village.
  7. Letter from the Board of Commissioners to the Minister of SOEs as Shareholder No. 08/CF/KOM/II/2024 dated January 19, 2024 regarding the Response and Suggestions of the Board of Commissioners on the Proposal for the 2024 RKAP.
  8. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 12/CG/KOM/II/2024, dated February 19, 2024 regarding Follow-up on the Implementation of the Internal Control Over Financial Reporting (ICOFR) Review of PT KAI (Persero).
  9. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 13/CF/KOM/II/2024, dated February 19, 2024 regarding Approval of the Proposal from the Board of Directors of PT Kereta Cepat Indonesia China.
  10. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 14/CG/KOM/II/2024, dated 19 February 2024 concerning the Proposed Change of Nomenclature and Transfer of Functions at PT Kereta Api Indonesia (Persero).
  11. Letter from the Board of Commissioners to the Minister of SOEs Up Deputy Minister of SOEs II No. 15/CG/KOM/III/2024, dated March 20, 2024 regarding the Report on the Establishment of the Integrated Governance Committee of PT KAI (Persero).
  12. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 16/CG/KOM/III/2024, dated March 20, 2024 regarding the Preparation of the White Paper on Strategic Project Assignments of PT KAI (Persero).

13. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 17/CF/KOM/IV/2024, tanggal 5 April 2024 perihal Permintaan Kebijakan Eksisting dan Evaluasi atas Ambang Batas Kewenangan Transaksi PT KAI (Persero) dan Anak Perusahaan PT KAI (Persero).
14. Surat Dewan Komisaris kepada Ketua Cluster Talent Committee (CTC) BUMN Sektor Logistik No. 18/CF/KOM/IV/2024, tanggal 5 April 2024 perihal Talent Pool PT Kereta Api Indonesia (Persero) / PT KAI (Persero).
15. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 19/CF/KOM/IV/2024, tanggal 22 April 2024 perihal Persetujuan KPI Individual Direksi Tahun 2024.
16. Surat Dewan Komisaris kepada Menteri Badan Usaha Milik Negara No. 20/CG/KOM/V/2024, tanggal 8 Mei 2024 perihal Permohonan Izin Pelatihan Luar Negeri.
17. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 21/CG/KOM/V/2024, tanggal 8 Mei 2024 perihal Permintaan kembali atas Buku Putih Penugasan Proyek Strategis PT KAI (Persero).
18. Surat Dewan Komisaris kepada Direktur Utama PT KAI (Persero) No. 22/CG/KOM/V/2024, tanggal 8 Mei 2024 perihal Permintaan kembali atas permohonan Evaluasi Kebijakan Ambang Batas Kewenangan Transaksi PT KAI (Persero).
19. Surat Dewan Komisaris kepada Menteri BUMN No. 24/CG/KOM/V/2024, tanggal 22 Mei 2024 perihal Tanggapan Dewan Komisaris PT Kereta Api Indonesia (Persero) atas Kinerja Perusahaan pada Triwulan I Tahun 2024.
20. Surat Dewan Komisaris kepada Menteri BUMN No. 25/CG/KOM/V/2024, tanggal 22 Mei 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Triwulan I Tahun 2024.
21. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 28/CF/KOM/VI/2024, tanggal 14 Juni 2024 perihal Persetujuan Dewan Komisaris terhadap Perusahaan Pemeringkat Periode 2024-2025 dalam rangka Penilaian Tingkat Kesehatan BUMN.
13. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 17/CF/KOM/IV/2024, dated April 5, 2024 regarding the Request for Existing Policies and Evaluation of the Threshold of Transaction Authority of PT KAI (Persero) and Subsidiaries of PT KAI (Persero).
14. Letter from the Board of Commissioners to the Chairperson of the Cluster Talent Committee (CTC) of BUMN Logistics Sector No. 18/CF/KOM/IV/2024, dated April 5, 2024 regarding Talent Pool of PT Kereta Api Indonesia (Persero) / PT KAI (Persero).
15. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 19/CF/KOM/IV/2024, dated April 22, 2024 regarding Approval of Individual KPI of the Board of Directors in 2024.
16. Letter from the Board of Commissioners to the Minister of State-Owned Enterprises No. 20/CG/KOM/V/2024, dated May 8, 2024 regarding Request for Overseas Training Permit.
17. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 21/CG/KOM/V/2024, dated May 8, 2024 regarding Request for Return of the White Paper on Strategic Project Assignments of PT KAI (Persero).
18. Letter from the Board of Commissioners to the President Director of PT KAI (Persero) No. 22/CG/KOM/V/2024, dated May 8, 2024 regarding the Request for a Return of the Application for Evaluation of the Transaction Authority Threshold Policy of PT KAI (Persero).
19. Letter from the Board of Commissioners to the Minister of SOEs No. 24/CG/KOM/V/2024, dated May 22, 2024 regarding the Response of the Board of Commissioners of PT Kereta Api Indonesia (Persero) on the Company's Performance in the First Quarter of 2024.
20. Letter from the Board of Commissioners to the Minister of SOEs No. 25/CG/KOM/V/2024, dated May 22, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) for the First Quarter of 2024.
21. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 28/CF/KOM/VI/2024, dated June 14, 2024 regarding the Board of Commissioners' Approval of the Rating Company for the 2024-2025 Period in the context of the BUMN Health Level Assessment.

22. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 29/CH/KOM/VI/2024, tanggal 14 Juni 2024 perihal Evaluasi Dewan Komisaris atas Tinjauan Lapangan Subdivre I Aceh.
23. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 30/CF/KOM/VI/2024, tanggal 14 Juni 2024 perihal Permintaan Ketiga atas Buku Putih Penugasan Proyek Strategis PT KAI(Persero).
24. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 31/CF/KOM/VI/2024, tanggal 14 Juni 2024 perihal Permintaan ketiga atas Permohonan Evaluasi Kebijakan Ambang Batas Kewenangan Transaksi PT KAI (Persero).
25. Surat Dewan Komisaris kepada Direktur Utama PT INKA (Persero) No. 32/CG/KOM/VI/2024, tanggal 17 Juni 2024 perihal Kunjungan Dewan Komisaris Ke PT INKA.
26. Surat Dewan Komisaris kepada Menteri BUMN No. 33/CF/KOM/VI/2024, tanggal 20 Juni 2024 perihal Usulan Penetapan Kantor Akuntan Publik (KAP) untuk Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2024.
27. Surat Dewan Komisaris kepada Menteri BUMN No. 34/CF/KOM/VI/2024, tanggal 20 Juni 2024 perihal Usulan Remunerasi Direksi dan Dewan Komisaris atas Kinerja Tahun Buku 2023.
28. Surat Dewan Komisaris kepada Menteri BUMN No. 35/CG/KOM/VI/2024, tanggal 20 Juni 2024 perihal Tanggapan dan Saran Dewan Komisaris atas Kinerja PT Kereta Api Indonesia (Persero) Tahun Buku 2023 (Audited).
29. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 36/CG/KOM/VI/2024, tanggal 20 Juni 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Tahun 2023.
30. Surat Dewan Komisaris kepada Menteri BUMN, Direktur Utama PT Kereta Api Indonesia (Persero) No. 37/CF/KOM/VI/2024, tanggal 26 Juni 2024 perihal Usulan Penggunaan Laba Bersih Tahun 2023.
22. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia(Persero) No. 29/CH/KOM/VI/2024, dated June 14, 2024 regarding the Board of Commissioners' Evaluation of the Field Review of Subdivre I Aceh.
23. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 30/CF/KOM/VI/2024, dated June 14, 2024 regarding the Third Request for the White Paper on Strategic Project Assignments of PT KAI(Persero).
24. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 31/CF/KOM/VI/2024, dated June 14, 2024 regarding the third Request for the Application for Evaluation of the Transaction Authority Threshold Policy of PT KAI(Persero).
25. Letter from the Board of Commissioners to the President Director of PT INKA (Persero) No. 32/CG/KOM/VI/2024, dated June 17, 2024 regarding the Visit of the Board of Commissioners to PT INKA.
26. Letter from the Board of Commissioners to the Minister of SOEs No. 33/CF/KOM/VI/2024, dated June 20, 2024 regarding the Proposal for the Appointment of a Public Accounting Firm (KAP) for the Audit of the Consolidated Financial Statements for the 2024 Fiscal Year.
27. Letter from the Board of Commissioners to the Minister of SOEs No. 34/CF/KOM/VI/2024, dated June 20, 2024 regarding the Proposal for Remuneration of the Board of Directors and Board of Commissioners for the Performance of the 2023 Fiscal Year.
28. Letter of the Board of Commissioners to the Minister of SOEs No. 35/CG/KOM/VI/2024, dated June 20, 2024 regarding the Response and Suggestions of the Board of Commissioners on the Performance of PT Kereta Api Indonesia (Persero) for the 2023 Financial Year (Audited).
29. Letter of the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 36/CG/KOM/VI/2024, dated June 20, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) for 2023.
30. Letter of the Board of Commissioners to the Minister of SOEs, President Director of PT Kereta Api Indonesia (Persero) No. 37/CF/KOM/VI/2024, dated June 26, 2024 regarding the Proposed Use of Net Profit for 2023.

31. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 38/CG/KOM/VII/2024, tanggal 5 Juli 2024 perihal Pemberitahuan dan Permohonan Penyelesaian Administrasi Anggota Komite Nominasi dan Remunerasi.
32. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 39/CG/KOM/VII/2024, tanggal 26 Juli 2024 perihal Penyerahan buku "Pemantauan Implementasi Enterprise Risk Management (ERM) di PT KAI".
33. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 40/CG/KOM/VIII/2024, tanggal 1 Agustus 2024 perihal Kunjungan Dewan Komisaris ke Proyek Pengembangan Sumbagsel.
34. Surat Dewan Komisaris kepada Menteri BUMN No. 41/CG/KOM/VIII/2024, tanggal 1 Agustus 2024 perihal Laporan Perjalanan Dinas Luar Negeri ke USA.
35. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 42/CF/KOM/VIII/2024, tanggal 7 Agustus 2024 perihal Tanggapan Tertulis Penerbitan Obligasi Tahun 2024.
36. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 43/CH/KOM/VIII/2024, tanggal 16 Agustus 2024 perihal Penasehatan Dewan Komisaris terkait Kebijakan Mutasi dan Pengembangan SDM PT KAI (Persero).
37. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 44/CH/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Permohonan Persetujuan Penetapan Perubahan Struktur Organisasi Perusahaan 1 (satu) Tingkat di Bawah Direksi.
38. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 45/CH/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Tanggapan Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) di Desa Gadobangkong.
39. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 46/CH/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Tanggapan
31. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 38/CG/KOM/VII/2024, dated July 5, 2024 regarding Notification and Request for Settlement of Administration of Members of the Nomination and Remuneration Committee.
32. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 39/CG/KOM/VII/2024, dated July 26, 2024 regarding Submission of the book "Monitoring of Enterprise Risk Management (ERM) Implementation at PT KAI".
33. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 40/CG/KOM/VIII/2024, dated August 1, 2024 regarding the Visit of the Board of Commissioners to the Sumbagsel Development Project.
34. Letter from the Board of Commissioners to the Minister of SOEs No. 41/CG/KOM/VIII/2024, dated August 1, 2024 regarding the Report on Overseas Travel to the USA.
35. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 42/CF/KOM/VIII/2024, dated August 7, 2024 regarding the Written Response to the Issuance of Bonds in 2024.
36. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 43/CH/KOM/VIII/2024, dated August 16, 2024 regarding the Advisory from the Board of Commissioners regarding the Policy on Mutation and Human Resource Development of PT KAI (Persero).
37. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 44/CH/KOM/VIII/2024, dated August 30, 2024 regarding the Request for Approval of the Determination of Changes to the Company's Organizational Structure 1 (one) Level Below the Board of Directors.
38. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 45/CH/KOM/VIII/2024, dated August 30, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) in Gadobangkong Village.
39. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 46/CH/KOM/VIII/2024, dated August



Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) sehubungan dengan kepemilikan tanah oleh Kasultanan Ngayogyakarta Hadiningrat.

40. Surat Dewan Komisaris kepada Menteri BUMN No. 47/CF/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Tanggapan Dewan Komisaris PT KAI (Persero) atas Kinerja Perusahaan pada Semester I Tahun 2024.
41. Surat Dewan Komisaris kepada Menteri BUMN No. 48/CG/KOM/VIII/2024, tanggal 30 Agustus 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Semester I Tahun 2024.
42. Surat Dewan Komisaris kepada Menteri BUMN No. 49/CG/KOM/IX/2024, tanggal 20 September 2024 perihal Permohonan Izin Benchmark Luar Negeri.
43. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 50/CH/KOM/IX/2024, tanggal 20 September 2024 perihal Tanggapan Tertulis atas Usulan Pengurus Anak Perusahaan.
44. Surat Dewan Komisaris kepada Deputy Bidang Keuangan dan Manajemen Resiko No. 51/CF/KOM/IX/2024, tanggal 20 September 2024 perihal Penjelasan Keterlambatan Penyampaian Laporan Keuangan Audited Tahun Buku 2023.
45. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 52/CF/KOM/IX/2024, tanggal 20 September 2024 perihal Remunerasi Organ Pendukung Dewan Komisaris tahun 2024.
46. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 53/CG/KOM/IX/2024, tanggal 30 September 2024 perihal Penyampaian Benchmark Luar Negeri.
47. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 54/CF/KOM/X/2024, tanggal 10 Oktober 2024 perihal Penasehatan Dewan Komisaris terkait dengan peningkatan efisiensi perusahaan.
48. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 55/CF/KOM/X/2024, tanggal 10 Oktober 2024 perihal Tanggapan Tertulis Dewan Komisaris Terhadap Rencana Kerja Sama Pemanfaatan Aset Tanah Milik PT Kereta Api Indonesia (Persero) di Kawasan Grand Boutique Centre, Mangga Dua.

30, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) in connection with land ownership by the Ngayogyakarta Hadiningrat Sultanate.

40. Letter from the Board of Commissioners to the Minister of SOEs No. 47/CF/KOM/VIII/2024, dated August 30, 2024 regarding the Response of the Board of Commissioners of PT KAI (Persero) regarding the Company's Performance in Semester I of 2024.
41. Letter from the Board of Commissioners to the Minister of SOEs No. 48/CG/KOM/VIII/2024, dated August 30, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) Semester I of 2024.
42. Letter from the Board of Commissioners to the Minister of SOEs No. 49/CG/KOM/IX/2024, dated September 20, 2024 regarding the Application for Overseas Benchmark Permit.
43. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 50/CH/KOM/IX/2024, dated September 20, 2024 regarding the Written Response to the Proposal of the Management of Subsidiaries.
44. Letter from the Board of Commissioners to the Deputy for Finance and Risk Management No. 51/CF/KOM/IX/2024, dated September 20, 2024 regarding Explanation of Delay in Submission of Audited Financial Report for Fiscal Year 2023.
45. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 52/CF/KOM/IX/2024, dated September 20, 2024 regarding Remuneration of Supporting Organs of the Board of Commissioners in 2024.
46. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 53/CG/KOM/IX/2024, dated September 30, 2024 regarding Submission of Foreign Benchmarks.
47. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 54/CF/KOM/X/2024, dated October 10, 2024 regarding Advisory from the Board of Commissioners regarding increasing company efficiency.
48. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 55/CF/KOM/X/2024, dated October 10, 2024 regarding the Written Response of the Board of Commissioners to the Cooperation Plan for the Utilization of Land Assets Owned by PT Kereta Api Indonesia (Persero) in the Grand Boutique Center Area, Mangga Dua.

49. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 56/CF/KOM/XI/2024, tanggal 25 Oktober 2024 perihal Penetapan Besaran Imbalan Jasa Pengadaan KAP untuk General Audit PT Kereta Api Indonesia (Persero) Tahun Buku 2024.
50. Surat Dewan Komisaris kepada Menteri BUMN No. 57/CG/KOM/XI/2024, tanggal 1 November 2024 perihal Laporan Perjalanan Dinas Luar Negeri.
51. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 58/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Penasehatan Dewan Komisaris terkait dengan Pengelolaan SDM.
52. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 59/CH/KOM/XI/2024, tanggal 1 November 2024 perihal Persetujuan Perubahan Struktur Organisasi Perusahaan 1 (Satu) Tingkat di Bawah Direksi.
53. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 60/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Permintaan Penyampaian Laporan KTKT.
54. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 61/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Penyampaian Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025.
55. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 62/CF/KOM/XI/2024, tanggal 1 November 2024 perihal Pengisian Jabatan Kepala SPI.
56. Surat Dewan Komisaris kepada Menteri BUMN No. 64/CF/KOM/XI/2024, tanggal 13 November 2024 perihal Tanggapan Dewan Komisaris PT Kereta Api Indonesia (Persero) atas Kinerja Perusahaan pada Triwulan III Tahun 2024.
57. Surat Dewan Komisaris kepada Menteri BUMN No. 65/CG/KOM/XI/2024, tanggal 13 November 2024 perihal Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Kereta Api Indonesia (Persero) Triwulan III Tahun 2024.
49. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 56/CF/KOM/XI/2024, dated October 25, 2024 regarding the Determination of the Amount of Remuneration for KAP Procurement Services for the General Audit of PT Kereta Api Indonesia (Persero) for the 2024 Fiscal Year.
50. Letter from the Board of Commissioners to the Minister of SOEs No. 57/CG/KOM/XI/2024, dated November 1, 2024 regarding the Report on Overseas Travel.
51. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 58/CF/KOM/XI/2024, dated November 1, 2024 regarding Advisory from the Board of Commissioners regarding HR Management.
52. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 59/CH/KOM/XI/2024, dated November 1, 2024 regarding Approval of Changes to the Company's Organizational Structure 1 (One) Level Below the Board of Directors.
53. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 60/CF/KOM/XI/2024, dated November 1, 2024 regarding Request for Submission of KTKT Report.
54. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 61/CF/KOM/XI/2024, dated November 1, 2024 regarding Submission of the Board of Commissioners' Work Plan and Budget for 2025.
55. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 62/CF/KOM/XI/2024, dated November 1, 2024 regarding Filling the Position of Head of SPI.
56. Letter from the Board of Commissioners to the Minister of SOEs No. 64/CF/KOM/XI/2024, dated November 13, 2024 regarding the Response of the Board of Commissioners of PT Kereta Api Indonesia (Persero) on the Company's Performance in the Third Quarter of 2024.
57. Letter from the Board of Commissioners to the Minister of SOEs No. 65/CG/KOM/XI/2024, dated November 13, 2024 regarding the Report on the Implementation of Supervisory Duties of the Board of Commissioners of PT Kereta Api Indonesia (Persero) for the Third Quarter of 2024.

58. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 66/CG/KOM/XI/2024, tanggal 20 November 2024 perihal Tanggapan Dewan Komisaris Terhadap Rencana Kerjasama Pemanfaatan Aset Tanah Milik PT KAI (Persero) di Kawasan Grand Boutique Centre, Mangga Dua.
59. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 67/CF/KOM/XI/2024, tanggal 20 November 2024 perihal Tanggapan Dewan Komisaris Terhadap Rencana Kerjasama Pemanfaatan Lahan di Jalan Jawa, Kelurahan Gang Buntu, Kecamatan Medan Timur, Kota Medan.
60. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 68/CF/KOM/XI/2024, tanggal 28 November 2024 perihal Kunjungan Resologi Canada.
61. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 70/CH/KOM/XII/2024, tanggal 9 Desember 2024 perihal Permintaan Pelaksanaan Asessment Psikologis Calon EVP of Internal Audit.
62. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 71/CF/KOM/XII/2024, tanggal 9 Desember 2024 perihal Tanggapan Tertulis Dewan Komisaris Terhadap Rencana Setoran Modal PT KAI (Persero) kepada PT Moda Integrasi Transportasi Jabodetabek (MITJ) Tahun 2023.
63. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 72/CH/KOM/XII/2024, tanggal 9 Desember 2024 perihal Persetujuan Pedoman Manajemen Risiko PT KAI (Persero).
64. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 74/CF/KOM/XII/2024, tanggal 20 Desember 2024 perihal Tanggapan Tertulis Dewan Komisaris Terhadap Rencana Setoran Modal PT KAI (Persero) kepada PT Kereta Commuter Indonesia.
65. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 75/CF/KOM/XII/2024, tanggal 23 Desember 2024 perihal Addendum Kontrak Manajemen KPI Tahun 2024.
58. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 66/CG/KOM/XI/2024, dated November 20, 2024 regarding the Board of Commissioners' Response to the Planned Cooperation on the Utilization of Land Assets Owned by PT KAI (Persero) in the Grand Boutique Center Area, Mangga Dua.
59. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 67/CF/KOM/XI/2024, dated November 20, 2024 regarding the Board of Commissioners' Response to the Planned Cooperation on the Utilization of Land on Jalan Jawa, Gang Buntu Village, Medan Timur District, Medan City.
60. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 68/CF/KOM/XI/2024, dated 28 November 2024 regarding the Visit of Resologi Canada.
61. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 70/CH/KOM/XII/2024, dated 9 December 2024 regarding the Request for Implementation of Psychological Assessment for Candidates for EVP of Internal Audit.
62. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 71/CF/KOM/XII/2024, dated 9 December 2024 regarding the Written Response of the Board of Commissioners to the Capital Deposit Plan of PT KAI (Persero) to PT Moda Integrasi Transportasi Jabodetabek (MITJ) in 2023.
63. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 72/CH/KOM/XII/2024, dated December 9, 2024 regarding Approval of Risk Management Guidelines of PT KAI (Persero).
64. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 74/CF/KOM/XII/2024, dated December 20, 2024 regarding Written Response of the Board of Commissioners to the Capital Deposit Plan of PT KAI (Persero) to PT Kereta Commuter Indonesia.
65. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 75/CF/KOM/XII/2024, dated December 23, 2024 regarding Addendum to the 2024 KPI Management Contract.

66. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 76/CH/KOM/XII/2024, tanggal 24 Desember 2024 perihal Tanggapan Dewan Komisaris atas Penghapusbukuan Aset Tanah Milik PT KAI (Persero) untuk Jalan Tol Yogyakarta – Bawen di Kabupaten Magelang.
67. Surat Dewan Komisaris kepada Direktur Utama PT Kereta Api Indonesia (Persero) No. 77/CF/KOM/XII/2024, tanggal 24 Desember 2024 perihal Tanggapan Dewan Komisaris atas Penerimaan Pinjaman Jangka Panjang dalam rangka Pengadaan 612 unit kereta SS New Generation untuk program Replacement Tahun 2023-2026.

66. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 76/CH/KOM/XII/2024, dated December 24, 2024 regarding the Board of Commissioners' Response to the Write-off of Land Assets Owned by PT KAI (Persero) for the Yogyakarta – Bawen Toll Road in Magelang Regency.
67. Letter from the Board of Commissioners to the President Director of PT Kereta Api Indonesia (Persero) No. 77/CF/KOM/XII/2024, dated December 24, 2024 regarding the Board of Commissioners' Response to the Receipt of Long-Term Loans in the context of the Procurement of 612 SS New Generation train units for the Replacement Program for 2023-2026.

**B. Rapat Internal dan Gabungan Dewan Komisaris**

Pengungkapan mengenai pelaksanaan rapat internal Dewan Komisaris, mencakup tanggal pelaksanaan, agenda, serta peserta rapat telah disajikan di dalam subbagian Agenda, Tanggal, dan Peserta Rapat Internal Dewan Komisaris tahun 2024.

**B. Internal and Joint Meetings of the Board of Commissioners**

Details regarding the conduct of internal meetings, including the dates, agendas, and attendees, are presented in the Agenda, Date, and Participants section of the Internal Meeting of the Board of Commissioners in 2024.

**C. Kegiatan Dewan Komisaris di Luar Kegiatan Rutin**

Di tahun 2024, Dewan Komisaris melaksanakan kegiatan di luar kegiatan rutin, dengan perincian sebagai berikut:

**C. Additional Activities of the Board of Commissioners**

In 2024, the Board of Commissioners engaged in activities outside of routine operations, further detailed as follows:

| No | Tanggal / Date                                                        | Agenda / Agenda                                                                                                                                                                                                         | Kehadiran / Attendance                                                                                                                                                  |
|----|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 23 Desember 2023-7 Januari 2024 / December 23, 2024 – January 7, 2024 | Posko Angkutan Natal 2023 dan Tahun Baru 2024 / Christmas 2023 and New Year 2024 Transportation Post                                                                                                                    | All BOC                                                                                                                                                                 |
| 2  | 5 Januari 2024 / January 5, 2024                                      | Pemantauan Lokasi PLH KA Turangga dan KA Lokal Bandung Raya / Monitoring of the PLH Location of Turangga Train and Bandung Raya Local Train                                                                             | Chairul Anwar dan Risal Wasal / Chairul Anwar and Risal Wasal                                                                                                           |
| 3  | 6 Januari 2024 / January 6, 2024                                      | Menghadiri Penyerahan Santunan Korban PLH KA Turangga dan KA Lokal Bandung Raya di kantor Pusat / Attending the Handover of Compensation for Victims of PLH KA Turangga and Bandung Raya Local Train at the Head Office | Chairul Anwar, Risal Wasal dan Sri Paduka Mangkoenagoro X / Chairul Anwar, Risal Wasal, and Sri Paduka Mangkoenagoro X                                                  |
| 4  | 19 Januari 2024 / January 19, 2024                                    | Pertemuan dengan Direktur BSSN mengenai penanganan aksi cyber crime kepada PT KAI (Persero) / Meeting with the Director of BSSN regarding handling of cyber crime actions against PT KAI (Persero)                      | Rochadi, Chairul Anwar dan Ibu Diah / Rochadi, Chairul Anwar, and Ms. Diah                                                                                              |
| 5  | 29 Januari 2024 / January 29, 2024                                    | Agenda Rapat Umum Pemegang Saham PT KAI (Persero) / Agenda of the General Meeting of Shareholders of PT KAI (Persero)                                                                                                   | Chairul Anwar, Risal Wasal, Rochadi, Riza Primadi, Endang Tirtana dan Johan Sirait / Chairul Anwar, Risal Wasal, Rochadi, Riza Primadi, Endang Tirtana and Johan Sirait |
| 6  | 30 Januari 2024 / January 30, 2024                                    | Agenda Safety, Security, Non Railways Assets Programme 2024                                                                                                                                                             | Chairul Anwar, Riza Primadi, Rochadi, dan Sri Paduka Mangkoenagoro X / Chairul Anwar, Riza Primadi, Rochadi, and Sri Paduka Mangkoenagoro X                             |
| 7  | 17-18 Februari 2024 / February 17-18, 2024                            | Management Safety Walkthrough Daop 3 Cirebon                                                                                                                                                                            | Riza Primadi                                                                                                                                                            |
| 8  | 17-18 Februari 2024 / February 17-18, 2024                            | Management Safety Walkthrough Daop 6 Yogyakarta                                                                                                                                                                         | Rochadi                                                                                                                                                                 |
| 9  | 22 Februari 2024 / February 22, 2024                                  | Audiensi dengan Pangdam III Sriwijaya / Audience with Commander of III Sriwijaya Military Region                                                                                                                        | Rochadi                                                                                                                                                                 |
| 10 | 23 Februari 2024 / February 23, 2024                                  | Management Safety Walkthrough Daop 9 Jember                                                                                                                                                                             | Rochadi, Riza Primadi                                                                                                                                                   |
| 11 | 27 Februari 2024 / February 27, 2024                                  | Diskusi dengan KCIC tentang Transfer Knowledge dan CR Beijing / Discussion with KCIC on Knowledge Transfer and CR Beijing                                                                                               | Sri Paduka Mangkoenagoro X                                                                                                                                              |
| 12 | 28-29 Februari 2024 / February 28-29, 2024                            | Rapat Kerja PT KAI (Persero) tahun 2024 / PT KAI (Persero) Working Meeting in 2024                                                                                                                                      | Rochadi, Riza Primadi, Chairul, Endang Tirtana                                                                                                                          |

| No | Tanggal / Date                      | Agenda / Agenda                                                                                                                                                                                                                                                    | Kehadiran / Attendance                                                                                                                            |
|----|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 13 | 5-7 Maret 2024 / March 5-7, 2024    | Kereta Inspeksi Angkutan Lebaran 2024 / 2024 Eid Transportation Inspection Train                                                                                                                                                                                   | Rochadi, Chairul Anwar dan Sri Paduka Mangkoenagoro X / Rochadi, Chairul Anwar, and Sri Paduka Mangkoenagoro                                      |
| 14 | 5 April 2024 / April 5, 2024        | Apel Gelar Pasukan Posko Lebaran 2024 / 2024 Eid Post Officials Roll Call                                                                                                                                                                                          | Chairul Anwar, Risal Wasal, Endang Tirtana, Sri Paduka Mangkoenagoro X / Chairul Anwar, Risal Wasal, Endang Tirtana, Sri Paduka Mangkoenagoro X   |
| 15 | 5-6 April 2024 / April 5-6, 2024    | Posko Angkutan Lebaran Daop 8 Surabaya / Operational Area 8 Surabaya Eid Transportation Post                                                                                                                                                                       | Chairul Anwar                                                                                                                                     |
| 16 | 6 April 2024 / April 6, 2024        | Posko Angkutan Lebaran Daop 6 Yogyakarta / Operational Area 6 Yogyakarta Eid Transportation Post                                                                                                                                                                   | Sri Paduka Mangkoenagoro X                                                                                                                        |
| 17 | 7 April 2024 / April 7, 2024        | Posko Angkutan Lebaran Daop 2 Bandung / Operational Area 2 Bandung Eid Transportation Post                                                                                                                                                                         | Sri Paduka Mangkoenagoro X                                                                                                                        |
| 18 | 13 April 2024 / April 13, 2024      | Posko Angkutan Lebaran Daop 2 Bandung / Operational Area 2 Bandung Eid Transportation Post                                                                                                                                                                         | Rochadi                                                                                                                                           |
| 19 | 16 April 2024 / April 16, 2024      | Penutupan Posko Angkutan Lebaran Divre III Palembang, Daop 1 Jakarta, Daop 6 Yogyakarta, Daop 2 Bandung / Closing of the Eid Transportation Posts of Division III Palembang, Operational Area 1 Jakarta, Operational Area 6 Yogyakarta, Operational Area 2 Bandung | Said Aqil Siraj, Ibu Diah Natalisa, Sri Paduka Mangkoenagoro X, Rochadi / Said Aqil Siraj, Ms. Diah Natalisa, Sri Paduka Mangkoenagoro X, Rochadi |
| 20 | 17 April 2024 / April 17, 2024      | Coaching Session LRT Jabodebek                                                                                                                                                                                                                                     | Said Aqil Siraj                                                                                                                                   |
| 21 | 18 April 2024 / April 18, 2024      | Halal Bihalal PT KAI Persero / Halal Bihalal of PT KAI Persero                                                                                                                                                                                                     | Endang Tirtana                                                                                                                                    |
| 22 | 19 April 2024 / April 19, 2024      | Pertemuan dengan CTC Cluster BUMN / Meeting with BUMN CTC Cluster                                                                                                                                                                                                  | Said Aqil Siraj                                                                                                                                   |
| 23 | 25 April 2024 / April 25, 2024      | Kick Off RJPP RISTI                                                                                                                                                                                                                                                | Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X                                                                                         |
| 24 | 6-8 Mei 2024 / May 6-8, 2024        | Kunjungan ke PT INKA Banyuwangi dan Diskusi permasalahan SDM di Daop 9 Jember / Visit to PT INKA Banyuwangi and Discussion of HR issues in Daop 9 Jember                                                                                                           | Diah Natalisa                                                                                                                                     |
| 25 | 10 Mei 2024 / May 10, 2024          | MSWT Daop 8 Surabaya / Operational 8 Surabaya MSWT                                                                                                                                                                                                                 | Diah Natalisa                                                                                                                                     |
| 26 | 19 Mei 2024 / May 19, 2024          | Coaching Session Divre III Palembang / Coaching Session of Regional III Palembang                                                                                                                                                                                  | Said Aqil Siraj                                                                                                                                   |
| 27 | 21 Mei 2024 / May 21, 2024          | Pembahasan Aset PT Senopati Daop 8 Surabaya / Discussion of Assets of PT Senopati Operational Area 8 Surabaya                                                                                                                                                      | Chairul Anwar, Rochadi                                                                                                                            |
| 28 | 28-29 Mei 2024 / May 28-29, 2024    | Kunjungan kereta Makassar-Parepare / Makassar-Parepare train visit                                                                                                                                                                                                 | Said Aqil Siraj, Chairul Anwar, Rochadi                                                                                                           |
| 29 | 29 Mei 2024 / May 29, 2024          | Implementasi Employee Well Being di Divre III Palembang / Implementation of Employee Well Being in Regional Division III Palembang                                                                                                                                 | Ibu Diah Natalisa / Ms. Diah Natalia                                                                                                              |
| 30 | 3 Juni 2024 / June 3, 2024          | Kunjungan ke Balai Diklat Sungai Rendang Palembang / Visit to the Palembang Rendang River Training Center                                                                                                                                                          | Ibu Diah Natalisa / Ms. Diah Natalisa                                                                                                             |
| 31 | 4-5 Juni 2024 / June 4-5, 2024      | Kunjungan ke Subdivre I.1 Aceh / Visit to Regional Sub-Division I.1 Aceh                                                                                                                                                                                           | Said Aqil Siraj, Chairul Anwar, Rochadi, Ibu Diah Natalisa / Said Aqil Siraj, Chairul Anwar, Rochadi, Ms. Diah Natalisa                           |
| 32 | 13-14 Juni 2024 / June 13-14, 2024  | Diskusi dengan Balai Yasa Surabaya Gubeng mengenai inovasi / Discussion with Surabaya Gubeng Railway Workshop regarding innovation                                                                                                                                 | Ibu Diah Natalisa / Ms. Diah Natalisa                                                                                                             |
| 31 | 20 Juni 2024 / June 20, 2024        | Kunjungan ke PT INKA untuk melihat progress produksi kereta api di Madiun / Visit to PT INKA to see the progress of train production in Madiun                                                                                                                     | Chairul Anwar                                                                                                                                     |
| 32 | 22-23 Juni 2024 / June 22-23, 2024  | MSWT Daop 6 Yogyakarta dan Daop 5 Purwokerto / MSWT Operational Area 6 Yogyakarta and Operational Area 5 Purwokerto                                                                                                                                                | Rochadi                                                                                                                                           |
| 33 | 22 Juni 2024 / June 22, 2024        | MSWT Daop 4 Semarang / Operational Area 4 MSWT                                                                                                                                                                                                                     | Ibu Diah Natalisa / Ms. Diah Natalisa                                                                                                             |
| 34 | 25 Juni 2024 / June 25, 2024        | Pembahasan Percepatan IMO / IMO Acceleration Discussion                                                                                                                                                                                                            | Risal Wasal                                                                                                                                       |
| 35 | 28 Juni 2024 / June 28, 2024        | RUPS PT KAI (Persero) / PT KAI (Persero) GMS                                                                                                                                                                                                                       | Chairul Anwar, Diah Natalisa, Endang Tirtana, Rochadi                                                                                             |
| 36 | 17-20 Juli 2024 / July 17-20, 2024  | Pelatihan Harvard Business School - Making Decision and Compensation Committees / Harvard Business School Training - Making Decisions and Compensation Committees                                                                                                  | Ibu Diah Natalisa dan Sri Paduka Mangkoenagoro X / Ms. Diah Natalisa and Sri Paduka Mangkoenagoro X                                               |
| 37 | 24 Juli 2024 / July 24, 2024        | FGD dengan BPH Migas / FGD with BPH Migas                                                                                                                                                                                                                          | Rochadi                                                                                                                                           |
| 38 | 1-2 Agustus 2024 / August 1-2, 2024 | Rapat Kerja Semester I Tahun 2024 dan Rencana Kerja Semester II Tahun 2024 / Semester I Work Meeting 2024 and Semester II Work Plan 2024                                                                                                                           | Rochadi, Chairul, Endang, Bu Diah, Mohamad Risal Wasal / Rochadi, Chairul, Endang, Ms. Diah, Mohamad Risal Wasal                                  |
| 39 | 31 Juli 2024 / July 31, 2024        | Seminar dan Wisuda CACP / CACP Seminar and Graduation                                                                                                                                                                                                              | Rochadi                                                                                                                                           |



| No | Tanggal / Date                               | Agenda / Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Kehadiran / Attendance                                                                                                                                                                                                                        |
|----|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 40 | 4 Agustus 2024 / August 4, 2024              | MSWT Daop 8 Surabaya / Operational 8 Surabaya MSWT                                                                                                                                                                                                                                                                                                                                                                                                                                    | Diah Natalisa                                                                                                                                                                                                                                 |
| 41 | 7-8 Agustus 2024 / August 7-8, 2024          | Peninjauan Investasi Pengembangan Sumbagsel dan Balai Yasa Lahat / Peninjauan Investasi Pengembangan Sumbagsel dan Balai Yasa Lahat                                                                                                                                                                                                                                                                                                                                                   | Said Aqil Siroj, Rochadi, Diah Natalisa                                                                                                                                                                                                       |
| 42 | 14 Agustus 2024 / August 14, 2024            | FGD RJPP Perusahaan 2025-2029 / FGD on Company RJPP 2025-2029                                                                                                                                                                                                                                                                                                                                                                                                                         | Diah Natalisa, Rochadi                                                                                                                                                                                                                        |
| 43 | 13-14 Agustus 2024 / August 13-14, 2024      | Kunjungan ke PT INKA / Visit to PT INKA                                                                                                                                                                                                                                                                                                                                                                                                                                               | Chairul Anwar                                                                                                                                                                                                                                 |
| 44 | 15 Agustus 2024 / August 15, 2024            | Kunjungan ke Balai Pusdiklat Ir H Djuanda untuk Pengecekan Pengembangan Progress Corporate University / Visit to the Ir H Djuanda Education and Training Center to Check the Progress of Corporate University Development                                                                                                                                                                                                                                                             | Diah Natalisa                                                                                                                                                                                                                                 |
| 45 | 16 Agustus 2024 / August 16, 2024            | Pengecekan Pembangunan Railkids di Kantor Pusat PT KAI / Railkids Construction Inspection at PT KAI Head Office                                                                                                                                                                                                                                                                                                                                                                       | Diah Natalisa                                                                                                                                                                                                                                 |
| 46 | 17 Agustus 2024 / August 17, 2024            | Upacara HUT RI ke 79 di Kantor Pusat PT KAI (Persero) / 79th Anniversary of the Republic of Indonesia's Independence Day Ceremony at the Head Office of PT KAI (Persero)                                                                                                                                                                                                                                                                                                              | Diah Natalisa, Rochadi, Chairul Anwar                                                                                                                                                                                                         |
| 47 | 28 Agustus 2024 / August 28, 2024            | Menghadiri Malam Penghargaan Inovation Award 2024 / Attending the 2024 Innovation Award Night                                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar                                                                                                                                                                                              |
| 48 | 29 Agustus 2024 / August 29, 2024            | Diskusi Pengembangan SDM di Balai Yasa Yogyakarta / Discussion on Human Resources Development at Yogyakarta Railway Workshop                                                                                                                                                                                                                                                                                                                                                          | Diah Natalisa                                                                                                                                                                                                                                 |
| 49 | 2 September 2024 / September 2, 2024         | Pelatihan dan Sertifikasi Manajemen Resiko / Risk Management Training and Certification                                                                                                                                                                                                                                                                                                                                                                                               | Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana                                                                                                                                                                              |
| 50 | 2-5 September 2024 / September 2-5, 2024     | Menghadiri Asean Railway CEO's di Pullman Bandung / Attending Asean Railway CEO Conference at Pullman Bandung                                                                                                                                                                                                                                                                                                                                                                         | Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal                                                                                                                             |
| 51 | 14 September 2024 / September 14, 2024       | Menghadiri HUT Rail Runners di Palembang / Attending the Rail Runners Anniversary in Palembang                                                                                                                                                                                                                                                                                                                                                                                        | Diah Natalisa                                                                                                                                                                                                                                 |
| 52 | 14-16 September 2024 / September 14-16, 2024 | Family Gathering Daop 3 Cirebon, Daop 5 Purwokerto, Pengecekan Aset Daop 6 Yogyakarta / Family Gathering of Operational 3 Cirebon, Operational 5 Purwokerto, Asset Check for Operational 6 Yogyakarta                                                                                                                                                                                                                                                                                 | Chairul Anwar                                                                                                                                                                                                                                 |
| 53 | 20 September 2024 / September 20, 2024       | Menghadiri Malam Penganugerahan TJSL di Solo / Attending the CSR Awards Night in Solo                                                                                                                                                                                                                                                                                                                                                                                                 | Said Aqil, Ibu Diah Natalisa, Sri Paduka Mangkoenagoro X                                                                                                                                                                                      |
| 54 | 20-22 September 2024 / September 20-22, 2024 | Family Gathering Divre II Sumatera Barat / Family Gathering of Regional Division II of West Sumatra                                                                                                                                                                                                                                                                                                                                                                                   | Rochadi                                                                                                                                                                                                                                       |
| 55 | 25 September 2024 / September 25, 2024       | Menghadiri Penganugerahan Rekor MURI untuk bendera terpanjang di Divre III Palembang / Attending the MURI Record Award for the longest flag in Regional Division III Palembang                                                                                                                                                                                                                                                                                                        | Diah Natalisa                                                                                                                                                                                                                                 |
| 56 | 27-29 September 2024 / September 27-29, 2024 | Rangkaian HUT KA ke 79 / 79th KA Anniversary Series                                                                                                                                                                                                                                                                                                                                                                                                                                   | Said Aqil, Ibu Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal / Said Aqil, Ms. Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal |
| 57 | 30 September 2024 / September 30, 2024       | Penyerahan LHP BPK bersama Menteri BUMN. / Submission of BPK LHP with the Minister of SOEs.                                                                                                                                                                                                                                                                                                                                                                                           | Said Aqil Siroj                                                                                                                                                                                                                               |
| 58 | 4-12 Oktober 2024 / October 4-12, 2024       | Benchmark ke Canada Kunjungan ke Rail Industries Canada Inc/ Systra Canada. / Benchmark to Canada Visit to Rail Industries Canada Inc/ Systra Canada.                                                                                                                                                                                                                                                                                                                                 | Chairul Anwar, Rochadi, Diah Natalisa, Sri Paduka Mangkoenagoro X                                                                                                                                                                             |
| 59 | 8 Oktober 2024 / October 8, 2024             | Pertemuan Pihak Gereja Katolik dengan PT KAI (Persero). Pembahasan dispute aset; HGB (Gereja Katolik Keuskupan Surabaya, telah berdiri dan beroperasi selama 21 Tahun, hingga kini) di atas HPL KAI, No. 50 dan 51, Jl. Dinoyo - Surabaya / Meeting of the Catholic Church with PT KAI (Persero). Discussion of asset dispute; HGB (Catholic Church of Surabaya Diocese, has been established and operating for 21 years, until now) on HPL KAI, No. 50 and 51, Jl. Dinoyo - Surabaya | Said Aqil Siroj                                                                                                                                                                                                                               |
| 60 | 30 Oktober 2024 / October 30, 2024           | Townhall Managemen Risiko / Risk Management Townhall                                                                                                                                                                                                                                                                                                                                                                                                                                  | Rochadi                                                                                                                                                                                                                                       |
| 61 | 2 November 2024 / November 2, 2024           | Peninjauan Persiapan Uji Coba Outonomous Trem Produksi PT INKA di stasiun Purwosari / Review of Preparation for Autonomous Tram Trial Produced by PT INKA at Purwosari Station                                                                                                                                                                                                                                                                                                        | Sri Paduka Mangkoenagoro X                                                                                                                                                                                                                    |
| 62 | 7 November 2024 / November 7, 2024           | Penyerahan Hasil Audit PSO Tahun 2023 di Kantor BPK / Submission of 2023 PSO Audit Results at the BPK Office                                                                                                                                                                                                                                                                                                                                                                          | Said Aqil Siroj                                                                                                                                                                                                                               |
| 63 | 19 November 2024 / November 19, 2024         | Pembinaan Leadership Divre III Palembang dan Balai Yasa Lahat / Leadership Development of Divre III Palembang and Lahat Railway Workshop                                                                                                                                                                                                                                                                                                                                              | Diah Natalisa                                                                                                                                                                                                                                 |
| 64 | 29-30 November 2024 / November 9-30, 2024    | Seminar Future Leadership di Legian Bali / Future Leadership Seminar in Legian Bali                                                                                                                                                                                                                                                                                                                                                                                                   | Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro                                                                                                                                                    |

| No | Tanggal / Date                                                          | Agenda / Agenda                                                                                                                                                                                                                                   | Kehadiran / Attendance                                                                                             |
|----|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| 65 | 29 November 2024 / November 29, 2024                                    | Peresmian Masjid At Taqwa Kantor Pusat PT KAI (Persero) di Bandung / Inauguration of At Taqwa Mosque, Head Office of PT KAI (Persero) in Bandung                                                                                                  | Said Aqil Siroj                                                                                                    |
| 66 | 3 Desember 2024 / December 3, 2024                                      | Menerima Kunjungan dari Resologi Canada / Receiving a Visit from Resologi Canada                                                                                                                                                                  | Diah Natalisa, Rochadi, Chairul Anwar                                                                              |
| 67 | 10-12 Desember 2024 / December 10-12, 2024                              | Kereta Inspeksi (KAIS) dalam rangka persiapan Angkutan Natal 2024 dan Tahun Baru 2025 / Inspection Train (KAIS) in preparation for Christmas 2024 and New Year 2025 Transportation                                                                | Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Sri Paduka Mangkoenagoro X, Mohamad Risal Wasal  |
| 68 | 13 Desember 2024 / December 13, 2024                                    | Perayaan Natal bersama KAI Group Tahun 2024 "Biarlah Terang Kristus Bersinar Melalui Hidup Kita" di Daop 8 Surabaya. / Christmas Celebration with KAI Group 2024 "Let the Light of Christ Shine Through Our Lives" at Operational Area 8 Surabaya | Said Aqil Siroj                                                                                                    |
| 69 | 13 Desember 2024 / December 13, 2024                                    | Pembinaan Sharing Session di Daop 8 Surabaya / Sharing Session Development at Operational Area 8 Surabaya                                                                                                                                         | Said Aqil Siroj                                                                                                    |
| 70 | 23 Desember 2024 - 3 Januari 2025 / December 23, 2024 - January 3, 2025 | Melaksanakan Posko Angkutan Natal 2024 dan Tahun Baru 2025 / Implementing the 2024 Christmas and 2025 New Year Transportation Post                                                                                                                | Said Aqil, Diah Natalisa, Rochadi, Chairul Anwar, Endang Tirtana, Mohamad Risal Wasal, Sri Paduka Mangkoenagoro X, |

## PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dalam menjalankan fungsinya, Dewan Komisaris dibantu oleh komite-komite yang berada di bawah Dewan Komisaris. Komite-komite tersebut terdiri dari Komite Audit, Komite Pemantau Manajemen Risiko, dan Komite Nominasi dan Remunerasi. Komite pendukung Dewan Komisaris memiliki fungsi sebagai berikut:

### 1. Komite Audit

Komite yang berperan dalam memonitor kinerja Audit Internal, memonitor Auditor Independen dalam melakukan audit laporan keuangan, menelaah laporan Perseroan kepada pihak luar, dan memonitor Sistem Pengendalian Intern. Lebih dari itu, Komite Audit juga berperan membantu Dewan Komisaris di dalam penugasan-penugasan lain yang diberikan oleh Dewan Komisaris.

### 2. Komite Pemantau Manajemen Risiko (KPMR)

Komite yang membantu Dewan Komisaris dalam memonitor berbagai risiko yang dihadapi Perseroan, mencakup aspek, strategi, sistem, serta kebijakan manajemen risiko Perseroan. Di samping itu, KPMR membantu Dewan Komisaris dalam proses identifikasi risiko yang dihadapi KAI serta menyusun langkah mitigasi terhadap masing-masing risiko.

### 3. Komite Nominasi dan Remunerasi

Komite yang membantu Dewan Komisaris dalam melakukan rewiu atas kebijakan talenta Perseroan, evaluasi terhadap calon pengurus baik Perseroan maupun anak perusahaan, serta memberikan masukan dan rekomendasi terhadap remunerasi pengurus Perseroan.

## PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND THE BASIS FOR ASSESSMENT

The Board of Commissioners is supported in its functions by various committees, which include the Audit Committee, the Risk Management Monitoring Committee, and the Nomination and Remuneration Committee. The supporting committees of the Board of Commissioners play essential roles as follows:

### 1. Audit Committee

This committee is responsible for monitoring the performance of the Internal Audit, overseeing Independent Auditors during financial statement audits, reviewing the Company's reports to external parties, and assessing the Internal Control System. Additionally, the Audit Committee assists the Board of Commissioners with other tasks assigned to them.

### 2. Risk Management Monitoring Committee (RMMC)

This committee aids the Board of Commissioners in overseeing the various risks faced by the Company, including management strategies, systems, and risk management policies. KPMR is also involved in identifying risks encountered by KAI and formulating mitigation strategies for each of those risks.

### 3. Nomination and Remuneration Committee

This committee supports the Board of Commissioners in reviewing the Company's talent policies, evaluating candidates for management positions within the Company and its subsidiaries, and offering input and recommendations related to the remuneration of the Company's management.

Berdasarkan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, penilaian terhadap kinerja Organ Dewan Komisaris dilakukan secara berkala sebagai bagian dari laporan berkala Dewan Komisaris/Dewan Pengawas dengan menggunakan metode yang ditetapkan Dewan Komisaris/Dewan Pengawas.

Kriteria evaluasi kinerja mencakup 2 (dua) komponen penilaian yakni:

- 1) Kualitas pelaksanaan tugas pokok dari setiap anggota Komite yang telah ditetapkan di Peraturan Menteri, POJK dan piagam komite (jika ada).
- 2) Sikap kerja dan kompetensi anggota organ pendukung.

Lebih lanjut, Evaluasi kinerja dilakukan secara individual oleh Dewan Komisaris. Hasil evaluasi kinerja kemudian didiskusikan dan disepakati di rapat Dewan Komisaris. Hasil penilaian Dewan Komisaris dikomunikasikan secara terbuka kepada anggota Komite yang bersangkutan.

Di tahun 2024, Dewan Komisaris menilai bahwa masing-masing komite telah melaksanakan tugas dan tanggung jawab secara baik, sesuai pedoman dan rencana kerja. Melalui pelaksanaan tugas dan tanggung jawab tersebut, Dewan Komisaris menilai, komite-komite telah secara efektif memberi dukungan bagi pelaksanaan tugas dan tanggung jawab Dewan Komisaris, mencakup pengawasan terhadap aspek-aspek operasional dan strategis Perseroan.

Kemudian, Dewan Komisaris juga melakukan penilaian atas kinerja individual organ pendukung, rincian sebagai berikut:

Based on the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 Concerning Organs and Human Resources of State-Owned Enterprises, the assessment of the performance of the Board of Commissioners Organ is carried out periodically as part of the periodic report of the Board of Commissioners/Supervisory Board using the method determined by the Board of Commissioners/Supervisory Board

The performance evaluation criteria encompass 2 (two) components:

- 1) The quality of the execution of the main tasks assigned to each committee member, as outlined in the Ministerial Regulation, POJK, and committee charters (if any).
- 2) The work attitude and competence of the committee members.

Performance evaluations are conducted individually by the Board of Commissioners, with results discussed and agreed upon during Board meetings. The outcomes of these assessments are then communicated transparently to the relevant committee members.

In 2024, the Board of Commissioners determined that each committee had effectively fulfilled its duties and responsibilities, adhering to established guidelines and work plans. The Board of Commissioners assesses that the committees have effectively provided support for the implementation of the duties and responsibilities of the Board of Commissioners, including supervision of the operational and strategic aspects of the Company.

The Board of Commissioners additionally evaluated the individual performance of the supporting committees, with the following details:

| No | Organ Pendukung /<br>Supporting Committees                                | Nama /<br>Name            | Penilaian Kinerja /<br>Performance Assessment |
|----|---------------------------------------------------------------------------|---------------------------|-----------------------------------------------|
| 1  | Komite Audit / Audit Committee                                            | Amalia Setianti Lestari   | Sesuai Harapan / Meeting the Expectations     |
|    |                                                                           | Ernesto                   | Sesuai Harapan / Meeting the Expectations     |
| 2  | Komite Pemantau Manajemen Risiko / Risk<br>Managemet Monitoring Committee | Miranti Gani              | Sesuai Harapan / Meeting the Expectations     |
|    |                                                                           | Handy Purnama             | Sesuai Harapan / Meeting the Expectations     |
| 3  | Komite Nominasi dan Remunerasi /<br>Nomination and Remuneration Committee | Corrina D Riantoputra     | Sesuai Harapan / Meeting the Expectations     |
|    |                                                                           | Satia Indrarini           | Sesuai Harapan / Meeting the Expectations     |
| 4  | Sekretaris Dewan Komisaris /<br>Secretary of the Board of Commissioners   | Kismularso Seno Pamungkas | Sesuai Harapan / Meeting the Expectations     |

## Penilaian Kinerja Dewan Komisaris dan Direksi

Board of Commissioners and Board of Directors Performance Assessment

### PENILAIAN KINERJA DEWAN KOMISARIS [GRI 2-18]

Penilaian kinerja Dewan Komisaris dilakukan antara lain dengan mengacu kepada Kontrak Manajemen Tahunan (Key Performance Indicator) Dewan Komisaris dengan Pemegang Saham PT Kereta Api Indonesia (Persero), yang ditetapkan pada RUPS Tahunan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024.

#### Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan melalui metode *self-assessment* yang hasilnya dilaporkan kepada pemegang saham melalui RUPS.

#### Kriteria Penilaian Kinerja Dewan Komisaris

Kriteria Evaluasi Kinerja Dewan Komisaris Kriteria yang digunakan di dalam proses evaluasi kinerja Dewan Komisaris mengacu kepada indikator pencapaian dari *Key Performance Indicators* (KPI) yang ditetapkan pada awal tahun.

#### Pihak yang Menilai Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan oleh pemegang saham melalui RUPS.

#### Hasil Penilaian Kinerja Dewan Komisaris

Informasi KPI Dewan Komisaris untuk tahun buku 2024 adalah sebagai berikut:

| No                                                                  | Aspek dan Parameter /<br>Aspects and Parameters                                                                                                                                                   | Satuan /<br>Unit | 2024   |      | Bobot /<br>Value | Skor /<br>Score |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------|------|------------------|-----------------|
|                                                                     |                                                                                                                                                                                                   |                  | Target | Real |                  |                 |
| ASPEK PENGAWASAN DAN PENASIHATAN / SUPERVISORY AND ADVISORY ASPECTS |                                                                                                                                                                                                   |                  |        |      | 55               | 55              |
| 1                                                                   | Review/analisis kinerja perusahaan / Company performance review/analysis                                                                                                                          | Kali /<br>Times  | 8      | 8    | 20               | 20              |
|                                                                     | a. Penelaahan atas Rancangan RJPP / Review of the RJPP Draft                                                                                                                                      |                  | 1      | 1    | 2                | 2               |
|                                                                     | b. Penelaahan atas Rancangan RKAP / Review of the RKAP Draft                                                                                                                                      |                  | 1      | 1    | 4                | 4               |
|                                                                     | c. Evaluasi atas pelaksanaan RKAP 2022 / Evaluation of the Implementation of the 2022 RKAP                                                                                                        |                  | 1      | 1    | 4                | 4               |
|                                                                     | d. Pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham / Monitoring of the Board of Directors' performance and reporting to Shareholders                                               |                  | 1      | 1    | 2                | 2               |
|                                                                     | e. Perubahan lingkungan bisnis / Changes in the business environment                                                                                                                              |                  | 1      | 1    | 2                | 2               |
|                                                                     | f. Tindak lanjut atas saran, harapan, permasalahan dan keluhan dari pemangku kepentingan / Follow up on suggestions, expectations, problems and complaints from stakeholders                      |                  | 1      | 1    | 2                | 2               |
|                                                                     | g. Gejala menurunnya kinerja Perusahaan yang signifikan / Significant decline in company performance                                                                                              |                  | 1      | 1    | 2                | 2               |
|                                                                     | h. Penilaian atas usulan calon Direksi Anak Perusahaan dan Komisaris anak perusahaan / Assessment of the proposals for candidates for Directors of Subsidiaries and Commissioners of Subsidiaries |                  | 1      | 1    | 2                | 2               |

### BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT [GRI 2-18]

The performance assessment of the Board of Commissioners is carried out, among other things, by referring to the Annual Management Contract (Key Performance Indicator) Board of Commissioners with the Shareholders of PT Kereta Api Indonesia (Persero), which was determined at the Annual GMS to Ratify the Company's Work Plan and Budget for 2024.

#### Implementation Procedure for Board of Commissioners Performance Assessment

The assessment process involves a self-evaluation method, with the findings reported to shareholders during the GMS.

#### Criteria for Board of Commissioners Performance Assessment

The evaluation criteria for the Board of Commissioners are aligned with the achievement indicators of the Key Performance Indicators (KPIs) that were defined at the beginning of the fiscal year.

#### Assessor of the Performance of the Board of Commissioners

The performance assessment of the Board of Commissioners is carried out by shareholders through the GMS.

#### Results of the Performance Assessment of the Board of Commissioners

The Key Performance Indicator details for the Board of Commissioners for the 2024 fiscal year are as follows:

| No                                              | Aspek dan Parameter /<br>Aspects and Parameters                                                                                                                                                                                                                                                 | Satuan /<br>Unit | 2024   |      | Bobot /<br>Value | Skor /<br>Score |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------|------|------------------|-----------------|
|                                                 |                                                                                                                                                                                                                                                                                                 |                  | Target | Real |                  |                 |
| 2                                               | Pengawasan dan pemberian nasihat atas / Supervision and provision of advice on:                                                                                                                                                                                                                 | Kali /<br>Times  | 11     | 11   | 15               | 15              |
|                                                 | a. Kebijakan rancangan SPI / SPI draft policy                                                                                                                                                                                                                                                   |                  | 1      | 1    | 1                | 1               |
|                                                 | b. Kebijakan manajemen risiko / Risk management policy                                                                                                                                                                                                                                          |                  | 1      | 1    | 2                | 2               |
|                                                 | c. Kebijakan sistem teknologi informasi / Information technology system policy                                                                                                                                                                                                                  |                  | 1      | 1    | 1                | 1               |
|                                                 | d. Kebijakan akuntansi dan penyusunan LK / Accounting policies and preparation of financial statements                                                                                                                                                                                          |                  | 1      | 1    | 2                | 2               |
|                                                 | e. Kebijakan pengelolaan SDM / HR management policy                                                                                                                                                                                                                                             |                  | 1      | 1    | 1                | 1               |
|                                                 | f. Kebijakan pengadaan barang dan jasa / Procurement policy for goods and services                                                                                                                                                                                                              |                  | 1      | 1    | 2                | 2               |
|                                                 | g. Kebijakan mutu dan pelayanan / Quality and service policy                                                                                                                                                                                                                                    |                  | 1      | 1    | 1                | 1               |
|                                                 | h. Kepatuhan perusahaan terhadap UU, Anggaran Dasar, perjanjian dan komitmen / Company compliance with laws, articles of association, agreements and commitments                                                                                                                                |                  | 1      | 1    | 2                | 2               |
|                                                 | i. Transaksi atau tindakan dalam lingkup kewenangan Dekom dan RUPS / Transactions or actions within the scope of the authority of the Board of Commissioners and the GMS                                                                                                                        |                  | 1      | 1    | 1                | 1               |
|                                                 | j. Kebijakan pengelolaan anak perusahaan/perusahaan patungan / Subsidiary/ joint venture management policy                                                                                                                                                                                      |                  | 1      | 1    | 1                | 1               |
|                                                 | k. Kebijakan penerapan prinsip-prinsip Tata Kelola / Policy on the implementation of the principles of Good Corporate Governance                                                                                                                                                                |                  | 1      | 1    | 1                | 1               |
| 3                                               | Pemantauan TindakanJut Temuan Audit / Follow-up Monitoring of Audit Findings                                                                                                                                                                                                                    | Kali /<br>Times  | 2      | 2    | 5                | 5               |
|                                                 | a. Penunjukan calon auditor / Appointment of candidate auditors                                                                                                                                                                                                                                 |                  | 1      | 1    | 2,5              | 2,5             |
|                                                 | b. Pengawasan efektivitas pelaksanaan audit eksternal dan internal serta pelaksanaan telaah atas pengaduan yang berkaitan dengan perusahaan / Supervision of the effectiveness of external and internal audit implementation and implementation of reviews of complaints related to the company |                  | 1      | 1    | 2,5              | 2,5             |
| 4                                               | Monitoring Pekerjaan Project Director (PD) dan Penugasan Pemerintah dan Investasi Pengembangan Perusahaan / Monitoring of Project Director (PD) Work and Government Assignments and Company Development Investment                                                                              | Kali /<br>Times  | 4      | 4    | 5                | 5               |
| 5                                               | Rapat / Meeting                                                                                                                                                                                                                                                                                 | Kali /<br>Times  | 24     | 31   | 10               | 10              |
|                                                 | a. Internal / Internal                                                                                                                                                                                                                                                                          |                  | 12     | 16   | 5                | 5               |
|                                                 | b. Gabungan / Combined                                                                                                                                                                                                                                                                          |                  | 12     | 15   | 5                | 5               |
| ASPEK PELAPORAN / REPORTING ASPECT              |                                                                                                                                                                                                                                                                                                 |                  |        |      | 25               | 25              |
| 1                                               | Program kerja tahunan (RKA Dekom) / Annual work program (Board of Commissioners RKA)                                                                                                                                                                                                            | Kali /<br>Times  | 1      | 1    | 10               | 10              |
| 2                                               | Laporan/pendapat saran kepada RUPS / Report/opinion suggestions to the GMS                                                                                                                                                                                                                      | Kali /<br>Times  | 3      | 3    | 10               | 10              |
|                                                 | a. Kinerja Direksi / Performance of the Board of Directors                                                                                                                                                                                                                                      |                  | 2      | 2    | 6                | 6               |
|                                                 | b. Remunerasi Direksi / Remuneration of the Board of Directors                                                                                                                                                                                                                                  |                  | 1      | 1    | 4                | 4               |
| 3                                               | Laporan Manajemen (Audited) Tahun 2024 / Management Report (Audited) in 2024                                                                                                                                                                                                                    | Kali /<br>Times  | 1      | 1    | 5                | 5               |
| ASPEK DINAMIS/LAIN-LAIN / DYNAMIC/OTHER ASPECTS |                                                                                                                                                                                                                                                                                                 |                  |        |      | 20               | 20              |
| 1                                               | Peningkatan Kompetensi / Competency Development                                                                                                                                                                                                                                                 | Kali /<br>Times  | 5      | -    | 10               | 10              |
|                                                 | a. Program pengenalan Komisaris baru / Induction Program for New Members of the Board of Directors                                                                                                                                                                                              |                  | 100%   | 100% | 5                | 5               |
|                                                 | b. Program pengembangan kompetensi melalui seminar, diklat, benchmark dan sejenisnya / Competency development programs through seminars, training, benchmarks and others                                                                                                                        |                  | 5      | 5    | 5                | 5               |
| 2                                               | Rekomendasi/Tanggapan atas usul yang disampaikan Direksi / Recommendations/ Responses to the proposals submitted by the Board of Directors                                                                                                                                                      | Kali /<br>Times  | 100%   | 100% | 10               | 10              |
| Jumlah / Total                                  |                                                                                                                                                                                                                                                                                                 |                  |        |      | 100              | 100             |



### Pihak yang Melakukan Penilaian

Di tahun 2024, Dewan Komisaris merupakan pihak yang melakukan penilaian dengan hasil penilaian dilaporkan kepada pemegang saham melalui RUPS.

### PENILAIAN KINERJA DIREKSI [GRI 2-18]

Penilaian kinerja Direksi dilakukan berdasarkan parameter KPI direksi secara kolegal dan KPI direksi secara individual, yang dilakukan sesuai ketentuan Permen BUMN No. PER-11/MBU/11/2020 tentang Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

### Prosedur Pelaksanaan Penilaian Kinerja Direksi

Pelaksanaan penilaian kinerja Direksi dilakukan melalui prosedur tertentu. Direksi menyampaikan usulan KPI Direksi secara kolegal kepada RUPS/Menteri untuk ditetapkan bersamaan dengan penyampaian Rencana Kerja dan Anggaran Perusahaan. Dalam pelaksanaannya, Direksi wajib menjabarkan KPI Direksi secara kolegal menjadi KPI Direksi individual dan menyampaikannya kepada Dewan Komisaris untuk mendapat persetujuan.

Pencapaian KPI Direksi secara kolegal dilaporkan dalam laporan berkala dan laporan tahunan. Perhitungan pencapaian KPI Direksi secara kolegal dan individual direviu oleh Kantor Akuntan Publik (KAP) yang mengaudit laporan keuangan Perseroan.

### Kriteria Penilaian Kinerja Direksi

Penilaian kinerja Direksi dilakukan berdasarkan kriteria di dalam KPI Kolegal dan KPI Individual. KPI Kolegal Penyusunan KPI Kolegal bagi Direksi dilakukan berdasarkan sejumlah perspektif, sebagai berikut:

1. Nilai ekonomi dan sosial untuk Indonesia;
2. Inovasi model bisnis;
3. Kepemimpinan teknologi;
4. Peningkatan investasi; dan
5. Pengembangan talenta.

Di dalam Kontrak Manajemen Tahunan memuat KPI Direksi secara Kolegal antara Kuasa Pemegang Saham Perusahaan Perseroan (Persero) PT Kereta Api Indonesia dan Direksi Perusahaan Perseroan (Persero) PT Kereta Api Indonesia Tahun 2023 Indikator KPI Direksi secara Kolegal PT Kereta Api Indonesia (selanjutnya disebut sebagai KPI Corporate).

### Party Conducting the Assessment

In 2024, the Board of Commissioners conducted the assessment, with the results reported to shareholders during the GMS.

### BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT [GRI 2-18]

The assessment of the Board of Directors' performance is based on the collective Key Performance Indicators (KPIs) and the individual KPIs of its members, conducted in accordance with the provisions set forth in the Minister of SOEs Regulation No. PER-11/MBU/11/2020, which details the Management and Annual Management Contracts for the Board of Directors of State-Owned Enterprises.

### Board of Directors' Performance Assessment Implementation Procedure

The Board of Directors' performance assessment follows a defined set of procedures. The Board submits a collegial proposal for the Board of Directors' KPIs to the GMS/Minister, which is considered alongside the Company's Work Plan and Budget. Subsequently, the Board is required to translate the collegial KPIs into individual KPIs for its members and seek approval from the Board of Commissioners.

The achievement of the Board of Directors' collegial KPIs is reported in both periodic and annual reports. The assessment of the collective and individual KPI accomplishments is audited by the Public Accounting Firm (KAP) responsible for the Company's financial statement audits.

### Board of Directors' Performance Assessment Criteria

The assessment relies on the criteria established for both the Collegial KPIs and Individual KPIs. The formulation of the Collegial KPIs for the Board of Directors encompasses several perspectives, including:

1. Economic and social value for Indonesia
2. Business model innovation
3. Technology leadership
4. Investment enhancement
5. Talent development

The Annual Management Contract contains the Board of Directors' KPIs collegially between the Shareholders' Power of Attorney of the Company (Persero) PT Kereta Api Indonesia and the Board of Directors of the Company (Persero) PT Kereta Api Indonesia in 2023. The Board of Directors' KPI indicators collegially of PT Kereta Api Indonesia (hereinafter referred to as Corporate KPI).

### Pihak yang Menilai Kinerja Direksi

Penilaian kinerja Direksi dilakukan oleh Dewan Komisaris berdasarkan KPI Direksi.

### Assessor of the Board of Directors' Performance

The Board of Directors' performance assessment is carried out by the Board of Commissioners based on the Board of Directors' KPI.

### Hasil Penilaian Kinerja Dewan Komisaris

Informasi KPI Direksi untuk tahun buku 2024 adalah sebagai berikut:

### Board of Commissioners' Performance Assessment Results

The Board of Directors' KPI information for the 2024 fiscal year is as follows:

#### KPI Direksi Tahun 2024

#### The Board of Director KPI in 2024

| No                                                                                                                                    | Perspektif / Perspective                                                                                                                                           | Rumus / Formula                                                                                                                                                                                                                     | Satuan / Unit         | Target 2024 / Target for 2024  | Realisasi / Realization      | Pencapaian / Achievement | Bobot / Value | Skor / Score |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------|------------------------------|--------------------------|---------------|--------------|
| <b>A. Nilai Ekonomi dan Sosial Untuk Indonesia / Economic and Social Value for Indonesia</b>                                          |                                                                                                                                                                    |                                                                                                                                                                                                                                     |                       |                                |                              |                          |               |              |
| <b>Financial / Financial</b>                                                                                                          |                                                                                                                                                                    |                                                                                                                                                                                                                                     |                       |                                |                              |                          |               |              |
| 1                                                                                                                                     | EBITDA                                                                                                                                                             | EBIT + Depreciation Expense + Amortization Expenses                                                                                                                                                                                 | Miliar / Billion      | 6.356                          | 7.758                        | 122,06%                  | 3             | 3,30         |
| 2                                                                                                                                     | ROIC ≥ WACC                                                                                                                                                        | ((Laba Bersih Tahun Berjalan + Biaya Bunga) / Invested Capital) x 100% / ((Net Profit for the Current Year + Interest Expense / Invested Capital) x 100%)                                                                           | %                     | (0,19)%                        | 1,44%                        | 755,32%                  | 3             | 3,30         |
| 3                                                                                                                                     | Interest bearing debt to EBITDA                                                                                                                                    | IBD / EBITDA                                                                                                                                                                                                                        | Kali / Times          | 6,08                           | 5,64                         | 107,20%                  | 3             | 3,23         |
| 4                                                                                                                                     | Interest bearing debt to Invested capital                                                                                                                          | IBD / (Total Debt + Total Equity)                                                                                                                                                                                                   | %                     | 53,64%                         | 38,33%                       | 128,55%                  | 3             | 3,30         |
| 5                                                                                                                                     | Cashflow From Operation                                                                                                                                            | (Realisasi Cashflow from Operation 2024 / Program Cashflow from Operation) *100% / (Realization of Cashflow from Operation 2024 / Program Cashflow from Operation)*100%                                                             | Miliar / Billion      | 3.511                          | 5.241                        | 149,27%                  | 3             | 3,30         |
| 6                                                                                                                                     | Penyelesaian dan Penyampaian Laporan Keuangan Audit Tahun 2023 / Completion and Submission of 2023 Audited Financial Statements                                    | Tanggal penyelesaian laporan keuangan audit tahun buku 2023 ≤ tanggal 15 April 2024 / Completion date of audited financial report for fiscal year 2023 ≤ April 15, 2024                                                             | Tanggal / Date        | 15 April 2024 / April 15, 2024 | 18 Juni 2024 / June 18, 2024 | 62,35%                   | 3             | 1,87         |
| <b>Operasional / Operational</b>                                                                                                      |                                                                                                                                                                    |                                                                                                                                                                                                                                     |                       |                                |                              |                          |               |              |
| 7                                                                                                                                     | Volume angkutan KA barang / Freight train transport volume                                                                                                         | Pencapaian = (Realisasi volume angkutan KA barang/Program volume angkut KA Barang)*100% / Achievement = (Realization of freight train transport volume/Freight train transport volume program)*100%                                 | Ton                   | 68.319.148                     | 69.201.670                   | 101,29%                  | 7             | 7,09         |
| 8                                                                                                                                     | Volume angkutan Penumpang / Passenger transport volume                                                                                                             | Pencapaian = (Realisasi volume angkutan KA Penumpang/Program volume angkutan KA Penumpang)*100% / Achievement = (Realized Passenger Train transportation volume/Passenger Train transportation volume program)*100%                 | Penumpang / Passenger | 440.119.526                    | 453.339.073                  | 103,00%                  | 6             | 6,18         |
| 9                                                                                                                                     | On-time Arrival                                                                                                                                                    | Pencapaian = (Realisasi kedatangan KA Penumpang + KA Barang/total Perjalanan KA Penumpang + KA Barang)*100% / Achievement = (Actual arrival of Passenger Trains + Freight Trains/total Passenger Train Trips + Freight Trains)*100% | %                     | 88,50%                         | 93,83%                       | 106,02%                  | 7             | 7,42         |
| 10                                                                                                                                    | Safety/accident rate                                                                                                                                               | Pencapaian = (Jumlah kecelakaan KA/Kilometer KA)/ 1.000.000.000 / Achievement =(Number of train accidents/ Train kilometers)/1,000,000,000                                                                                          | Angka / Number        | 0,13                           | 0,06                         | 156,67%                  | 7             | 7,70         |
| 11                                                                                                                                    | Pemenuhan pelaksanaan PSO / Fulfillment of PSO implementation                                                                                                      | Pencapaian = (Realisasi PSO/Program PSO)*100% / Achievement =(PSO Realization/PSO Program)*100%                                                                                                                                     | %                     | 100%                           | 104,57%                      | 104,57%                  | 6             | 6,27         |
| <b>Sosial / Social</b>                                                                                                                |                                                                                                                                                                    |                                                                                                                                                                                                                                     |                       |                                |                              |                          |               |              |
| 12                                                                                                                                    | Pemenuhan Produk Dalam Negeri untuk Pengadaan Barang/Jasa / Fulfillment of Domestic Products for Procurement of Goods/ Services                                    | Pencapaian = (Realisasi Penggunaan Produk Dalam Negeri/Realisasi Belanja keseluruhan)*100% / Achievement = (Realization of Domestic Product Use/Total Spending Realization)*100%                                                    | %                     | 83,42%                         | 113,89%                      | 136,53%                  | 5             | 5,50         |
| <b>Subtotal Perspektif Nilai Ekonomi dan Sosial untuk Indonesia / Subtotal of Economic and Social Value Perspective for Indonesia</b> |                                                                                                                                                                    |                                                                                                                                                                                                                                     |                       |                                |                              |                          |               | <b>58,47</b> |
| <b>B. Inovasi Model Bisnis / Business Model Innovation</b>                                                                            |                                                                                                                                                                    |                                                                                                                                                                                                                                     |                       |                                |                              |                          |               |              |
| 13                                                                                                                                    | Implementasi Sinergi dan Integrasi Logistik dalam Ekosistem BUMN / Implementation of Synergy and Logistics Integration in the Ecosystem of State-Owned Enterprises | Pencapaian = (% Realisasi Progress Pekerjaan/% Program Pekerjaan)*100% / Achievement = (% Realization of Work Progress/% Work Program)*100%                                                                                         | %                     | 75%                            | 111,12%                      | 148,16%                  | 2             | 2,20         |

| No                                                                                               | Perspektif / Perspective                                                                                                                      | Rumus / Formula                                                                                                                                                                                                                                                                                                                          | Satuan / Unit       | Target 2024 / Target for 2024 | Realisasi / Realization | Pencapaian / Achievement | Bobot / Value | Skor / Score  |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------|-------------------------|--------------------------|---------------|---------------|
| 14                                                                                               | Project Milestone TOD (Stasiun Jatake) / TOD Project Milestone (Jatake Station)                                                               | Pencapaian = (Realisasi progress Pekerjaan/ Program program pekerjaan)*100% / Achievement = (Realization of work progress/work programs)*100%                                                                                                                                                                                            | %                   | 100%                          | 100%                    | 100,00%                  | 4             | 4,00          |
| 15                                                                                               | Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko / Implementation of the Roadmap for Improving the Implementation of Risk Management | Pencapaian = (Jumlah program yang dilaksanakan tahun 2024/Total program roadmap perbaikan penerapan manajemen risiko)*100% / Achievement = (Number of programs implemented in 2024/Total roadmap programs for improving risk management implementation)*100%                                                                             | %                   | 100%                          | 100%                    | 100,00%                  | 4             | 4,00          |
| <b>Subtotal Perspektif Inovasi Model Bisnis / Business Model Innovation Perspective Subtotal</b> |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               | <b>10,20</b>  |
| <b>C. Kepemimpinan Teknologi / Technology Leadership</b>                                         |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               |               |
| 16                                                                                               | Peningkatan penggunaan KAI Access / Increased Use of KAI Access                                                                               | Pencapaian = (Realisasi Jumlah Transaksi / Program Jumlah Transaksi)*100% / Achievement = (Realization of Number of Transactions / Program Number of Transactions)*100%                                                                                                                                                                  | Angka / Number      | 21.076.705                    | 22.863.823              | 108,48%                  | 5             | 5,42          |
| 17                                                                                               | Optimalisasi Enterprise Risk Management System / Enterprise Risk Management System Optimization                                               | Pencapaian = (% Realisasi Optimalisasi Enterprise Risk Management System (SmartKA) / % Program Optimalisasi Enterprise Risk Management System (SmartKA) )*100% / Achievement = (% Realization of Enterprise Risk Management System (SmartKA) Optimization / % Enterprise Risk Management System (SmartKA) Optimization Program)*100%     | %                   | 100%                          | 100%                    | 100,00%                  | 5             | 5,00          |
| <b>Subtotal Perspektif Kepemimpinan Teknologi / Technology Leadership Perspective Subtotal</b>   |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               | <b>10,42</b>  |
| <b>D. Peningkatan Investasi / Increased Investment</b>                                           |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               |               |
| 18                                                                                               | Investasi Pengembangan Angkutan Batubara Sumbagsel / Investment in Development of South Sumatera Coal Transportation                          | Pencapaian = (% Realisasi Investasi pengembangan angkutan Batubara Sumsel/ % Program Investasi pengembangan angkutan Batubara Sumsel)*100% / Achievement = (% Realization of Investment in South Sumatera Coal Transportation Development/ % Investment Program in South Sumatera Coal Transportation Development)*100%                  | %                   | 75%                           | 67,14%                  | 89,52%                   | 4             | 3,58          |
| 19                                                                                               | Proses Sertifikasi Tanah / Land Certification Process                                                                                         | Pencapaian = (% Realisasi Investasi Persertifikatan tanah (luas tanah)/ % Program Investasi persertifikatan tanah)*100% / Achievement = (% Realization of Land Certificate Investment (land area)/ % Land Certificate Investment Program)*100%                                                                                           | Luasan / Area (m2)  | 9.217.407                     | 12.984.360              | 140,87%                  | 4             | 4,00          |
| 20                                                                                               | Realisasi PMN (LRT Jabodetabek) / PMN Realization (Jabodetabek LRT)                                                                           | Pencapaian = (Realisasi Akumulasi Penggunaan Dana PMN 2021 / total dana PMN 2021) Tanah)*100% / Achievement = (Accumulated Realization of 2021 PMN Fund Use/total 2021 PMN Fund) Land)*100%                                                                                                                                              | %                   | 89,00%                        | 59,20%                  | 66,52%                   | 4             | 2,66          |
| <b>Subtotal Peningkatan Investasi / Investment Enhancement Subtotal</b>                          |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               | <b>10,24</b>  |
| <b>E. Pengembangan Talenta / Talent Development</b>                                              |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               |               |
| 21                                                                                               | Rasio Top Talent Muda dalam Nominated Talent / Young Top Talents Ratio in Nominated Talents                                                   | Pencapaian = (Realisasi Rasio Talenta Muda (< 42 Tahun) dalam nominated talent BUMN/Realisasi Rasio Talenta Muda (< 42 Tahun) dalam nominated talent BUMN)*100% / Achievement = (Realization of Young Talent Ratio (< 42 Years) in BUMN nominated talents/Realization of Young Talent Ratio (< 42 Years) in BUMN nominated talents)*100% | %                   | 8%                            | 11,76%                  | 147%                     | 2             | 2,20          |
| 22                                                                                               | Rasio Perempuan dalam Nominated Talent / Women Ratio in Nominated Talents                                                                     | Pencapaian = (Realisasi Rasio Talenta Perempuan dalam nominated talent BUMN/Realisasi Rasio Talenta Perempuan dalam nominated talent BUMN)*100% / Achievement = (Realization of Female Talent Ratio in BUMN nominated talents/Realization of Female Talent Ratio in BUMN nominated talents)*100%                                         | %                   | 8%                            | 11,76%                  | 147%                     | 2             | 2,20          |
| 23                                                                                               | Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Employees                                                    | Pencapaian = (Realisasi pekerja tersertifikasi/ target pekerja yang perlu tersertifikasi)*100% / Achievement = (Realization of certified workers/ target workers who need to be certified)*100%                                                                                                                                          | Pekerja / Employees | 3.320                         | 6.611                   | 199,13%                  | 4             | 4,40          |
| 24                                                                                               | Rasio Pemenuhan Organ Pengelola Risiko (Rasio Kualifikasi) / Risk Management Organ Fulfillment Ratio (Qualification Ratio)                    | Jumlah Personil Organ Pengelola Risiko yang memenuhi Kualifikasi/Jumlah Personil seluruh Organ Pengelola Risiko*100% / Number of Personnel of Risk Management Organs who meet Qualifications/Number of Personnel of all Risk Magement Organs*100%                                                                                        | %                   | 90%                           | 90,48%                  | 100,53%                  | 4             | 4,00          |
| <b>Subtotal Perspektif Pengembangan Talenta / Talent Development Perspective Subtotal</b>        |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               | <b>12,80</b>  |
| <b>Total Seluruh Perspektif / Total All Perspectives</b>                                         |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                          |                     |                               |                         |                          |               | <b>102,13</b> |

## KPI Individual

KPI Direksi secara individual merupakan penjabaran KPI Direksi secara kolegal sesuai dengan tugas, fungsi dan tanggung jawab masing-masing anggota Direksi. KPI Individual terdiri atas KPI Bersama dan KPI Individu.

Informasi KPI Individual Direksi tahun 2024 adalah sebagai berikut:

### KPI Individual Direksi Tahun 2024

| Direktur /<br>Board of Directors                                                 | KPI Bersama /<br>Joint KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Direktur Niaga /<br>Managing Director<br>of Commerce                             | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Accident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> |
| Direktur Operasi /<br>Managing Director<br>of Operation                          | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Accident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> |
| Direktur<br>Pengelolaan<br>Prasarana /<br>Managing Director<br>of Infrastructure | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Accident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> |
| Direktur<br>Pengelolaan<br>Sarana / Managing<br>Director of Rolling<br>Stock     | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Accident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> |

## Individual KPIs

The individual KPI of the Board of Directors is a collegial elaboration of the KPI of the Board of Directors in accordance with the duties, functions and responsibilities of each member of the Board of Directors. Individual KPI consists of Joint KPI and Individual KPI.

Information on the Individual KPI of the Board of Directors in 2024 is as follows:

### Individual KPIs for the Board of Directors in 2024

| KPI Individu /<br>Individual KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products</li> <li>Pendapatan angkutan KA penumpang / Passenger train transportation revenue</li> <li>Investasi/Penyerapan Investasi / Investment/Investment Absorption</li> <li>Peningkatan Pengguna Access by KAI / Increased Access by KAI Users</li> <li>Indeks kepuasan Pelanggan Angkutan Penumpang / Passenger Transportation Customer Satisfaction Index</li> <li>Pendapatan Non angkutan / Non-transportation Revenue</li> <li>Pendapatan angkutan barang / Freight transportation revenue</li> <li>Indeks kepuasan pelanggan Angkutan Barang / Freight Transportation Customer Satisfaction Index</li> <li>Sinergi dan Integrasi logistik dalam ekosistem BUMN / Logistics Synergy and Integration in the BUMN ecosystem</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products</li> <li>Digitalisasi Gapeka Realisasi / Digitalization of Gapeka Realization</li> <li>Penyerapan Investasi Kantor UPT Crew Rangkasbitung Daop 1 Jak / Absorption of Investment in the Rangkasbitung UPT Crew Jak 1 Operational Area Office</li> <li>Ketepatan KA Penumpang Berangkat / Timeliness of Passenger Train Departures</li> <li>Ketepatan KA Barang Berangkat / Timeliness of Freight Train Departures</li> <li>Toleransi Gangguan Perjalanan Andil Operasi / Tolerance of Travel Disturbances Contribution to Operations</li> <li>Perumusan Perencanaan Perjalanan Kereta Api dan Operasi Sarana / Formulation of Train Travel Planning and Facility Operations</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products</li> <li>Kualitas Prasarana Jalan Rel Kategori Baik / Good Category of Railroad Infrastructure Quality</li> <li>Toleransi Gangguan Andil Jalan Rel dan Jembatan / Disturbance Tolerance of Railroad and Bridge Contributions</li> <li>Penyerapan Investasi / Investment Absorption</li> <li>Transformasi Digital: / Digital Transformation: <ol style="list-style-type: none"> <li>Digitalisasi Proses Pemeriksaan Jalan Rel / Digitization of Railroad Inspection Process</li> <li>Implementasi Aplikasi Train Control System-Maintenance Standard (ITCS-MS) / Implementation of Train Control System-Maintenance Standard (ITCS-MS) Application</li> <li>Pemetaan dan Digitalisasi Aset / Asset Mapping and Digitization</li> </ol> </li> <li>Toleransi Gangguan Andil Fasopka / Disturbance Tolerance of Fasopka Contributions</li> <li>Keandalan Peralatan Fasopka (Reliability) / Reliability of Fasopka Equipment</li> <li>Ketersediaan Peralatan Fasopka (Availability) / Availability of Fasopka Equipment (Availability)</li> <li>Implementasi Energi Baru Terbarukan di bangunan Milik PT KAI / Implementation of New Renewable Energy in PT KAI Buildings</li> </ol> |
| <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products</li> <li>Reliability Sarana / Facility Reliability</li> <li>Pencapaian Availability Sarana / Achievement of Facility Availability</li> <li>Penyerapan Anggaran Investasi / Investment Budget Absorption</li> <li>Pencapaian Dokumen Teknis / Achievement of Technical Documents</li> <li>Pembuatan RJPP dan RSTI 2025-2029 Induk dan Anak Perusahaan / Preparation of RJPP and RSTI 2025-2029 Parent and Subsidiary Companies</li> <li>Penyelesaian dan Pemenuhan ESG Rating KAI / Completion and Fulfillment of KAI ESG Rating</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Direktur /<br>Board of Directors                                                                                         | KPI Bersama /<br>Joint KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | KPI Individu /<br>Individual KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                             | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Acident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> | <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increasing the Use of Domestic Products</li> <li>Proses Sertifikasi Tanah / Land Certification Process</li> <li>Jumlah Realisasi Pencapaian Target Penertiban Aset Tanah, Bangunan dan Rumah Perusahaan / Number of Realization of Target Achievement of Land, Building and Company House Asset Control</li> <li>Toleransi Rasio Kriminalitas / Crime Ratio Tolerance</li> <li>Ketersediaan Standard Keselamatan dan Regulasi di Bidang Operasi Sarana Serta Prasarana Perkeretaapian / Availability of Safety Standards and Regulations in the Field of Railway Facilities and Infrastructure Operations</li> <li>Transformasi Digital: / Digital Transformation: <ol style="list-style-type: none"> <li>Integrasi Data Aset Prasarana Daerah Rawan dan Sesar Berbasis Digital / Integration of Data on Infrastructure Assets in Vulnerable Areas and Faults Based on Digital</li> <li>Prototipe Alat Ukur Modular Mekanik Geometri Jalan Rel / Prototype of Modular Mechanics Geometry Measuring Instrument for Railroads</li> <li>Aplikasi Lokride Berbasis Digital / Digital-Based Lokride Application</li> </ol> </li> <li>Realisasi Fit to Work seluruh Pekerja / Realization of Fit to Work for all Workers</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Direktur SDM dan Umum / Managing Director of HC and General Affairs                                                      | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Acident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> | <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increased Use of Domestic Products</li> <li>Skor Human Capital Maturity Level / Human Capital Maturity Level Score</li> <li>Tingkat Engagement Pekerja / Employee Engagement Level</li> <li>Rasio Ketersediaan Talent: / Talent Availability Ratio: <ol style="list-style-type: none"> <li>Digital Talent</li> <li>Rasio Talent Muda (<math>\leq 42</math> tahun) dalam Nominated Talent BUMN / Young Talent Ratio (<math>\leq 42</math> years) in BUMN Nominated Talent</li> <li>Rasio Perempuan dalam Nominated Talent BUMN / Female Ratio in BUMN Nominated Talent</li> <li>Talent BOD BUMN / BUMN BOD Talent</li> </ol> </li> <li>Tingkat Implementasi KAI University / KAI University Implementation Level</li> <li>Tingkat Produktivitas Pekerja / Employee Productivity Level</li> <li>Tingkat Implementasi Integrasi Sistem HC KAI Group sesuai fase tahun 2024 / KAI Group HC System Integration Implementation Level according to the 2024 phase</li> <li>Ketersediaan Volume BBM bersubsidi atas Perjalanan KA / Availability of Subsidized Fuel Volume for Train Travel</li> <li>Penyelesaian Kontrak Multiyears Penjualan Barang Bekas / Settlement of Multiyear Contracts for Sales of Used Goods</li> <li>Tingkat Implementasi Employee Well Being: / Employee Well Being Implementation Level: <ol style="list-style-type: none"> <li>Daycare</li> <li>Layanan Psikologi / Psychological Services</li> </ol> </li> <li>Transformasi Digital: / Digital Transformation: <ol style="list-style-type: none"> <li>Sentralisasi proses PBJ / Centralization of PBJ process</li> <li>Kategori dalam e-catalog / Category in e-catalog</li> </ol> </li> <li>Realisasi Fit to Work seluruh Pekerja / Realization of Fit to Work for all Workers</li> </ol> |
| Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development | <ol style="list-style-type: none"> <li>EBITDA</li> <li>On-Time Arrival</li> <li>Safety/Acident Rate</li> <li>Volume Angkutan Barang / Freight Transport Volume</li> <li>Volume Angkutan Penumpang / Passenger Transport Volume</li> <li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li> <li>Project Milestone Completion for TOD Planned (St Baru Jatake)</li> <li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li> </ol> | <ol style="list-style-type: none"> <li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li> <li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR) in 2024</li> <li>Peningkatan Penggunaan Produk Dalam Negeri / Increasing the Use of Domestic Products</li> <li>Pemenuhan DED Investasi MICE KAI Corpu dan 2 lokasi beautifikasi stasiun / Fulfillment of DED for KAI Corpu MICE Investment and 2 station beautification locations</li> <li>Pencapaian Laba/Rugi Anak Perusahaan / Achievement of Subsidiary Profit/Loss</li> <li>Penyelesaian Permintaan Analisis Kelayakan Finansial Investasi Business Tahun 2024 / Completion of Request for Financial Feasibility Analysis for Business Investment in 2024</li> <li>Penyusunan Dokumen Teknis/DED Investasi Prasarana Perkeretaapian / Preparation of Technical Documents/DED for Railway Infrastructure Investment</li> <li>Pencapaian Target penyerapan Investasi IBP / Achievement of IBP Investment Absorption Target</li> <li>Ketersediaan Keterbukaan Informasi Pada Masyarakat / Availability of Information Disclosure to the Public</li> <li>Corporate Social Responsibility (CSR)/TJSL Persentase Realisasi Pencapaian Anggaran Program TJSL (Tanggung Jawab Sosial dan Lingkungan)/ Corporate Social Responsibility (CSR)/TJSL Percentage of Realization of TJSL Program Budget Achievement (Social and Environmental Responsibility)</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



| Direktur /<br>Board of Directors                                                          | KPI Bersama /<br>Joint KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | KPI Individu /<br>Individual KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management | <ol style="list-style-type: none"><li>EBITDA</li><li>On-Time Arrival</li><li>Safety/Accident Rate</li><li>Volume Angkutan Barang / Freight Transport Volume</li><li>Volume Angkutan Penumpang / Passenger Transport Volume</li><li>Jumlah Pekerja Operasional yang tersertifikasi / Number of Certified Operational Workers</li><li>Project Milestone Completion for TOD Planned(St Baru Jatake)</li><li>Investasi Pengembangan Angkutan Batu Bara Sumatera Selatan / Investment in South Sumatra Coal Transport Development</li></ol> | <ol style="list-style-type: none"><li>Skor AKHLAK Culture Journey / AKHLAK Culture Journey Score</li><li>Lost Time Injury Frequency Rate (LTI FR) Tahun 2024 / Lost Time Injury Frequency Rate (LTI FR)in 2024</li><li>Peningkatan Penggunaan Produk Dalam Negeri / Increasing the Use of Domestic Products</li><li>Monitoring dan Pengendalian Risiko Utama Perusahaan / Monitoring and Control of the Company's Main Risks</li><li>Rasio Pemenuhan Kualifikasi Organ Pengelola Risiko / Risk Management Organ Qualification Fulfillment Ratio</li><li>Implementasi Roadmap perbaikan Penerapan Manajemen Risiko / Implementation of the Roadmap for Improving Risk Management Implementation</li><li>Pemenuhan Pelaksanaan PSO / Fulfillment of PSO Implementation</li><li>Milestone Pemenuhan IMO / IMO Fulfillment Milestone</li><li>Milestone Perbaikan Tata Kelola Perhitungan PNBPTAC / Milestone for Improving Governance for Calculating PNBPTAC</li><li>Optimalisasi Enterprise Risk Management System PT KAI (Persero) dan Implementasi di Anak Perusahaan / Optimization of PT KAI (Persero) Enterprise Risk Management System and Implementation in Subsidiaries</li><li>Efisiensi Beban Bunga Perusahaan / Efficiency of the Company's Interest Expenses</li><li>Penyampaian Pelaporan Keuangan Tepat Waktu / Submission of Financial Reports on Time</li><li>Presentase Realisasi Pemenuhan Seluruh Pendanaan untuk Investasi Perusahaan (termasuk PSN) / Percentage of Realization of Fulfillment of All Funding for Company Investment (including PSN)</li><li>Realisasi Progres Pencairan Pendanaan yang Bersumber dari Penyertaan Modal Negara (PMN) Tahun 2024 / Realization of Funding Disbursement Progress from State Capital Participation (PMN)in 2024</li></ol> |

**RESUME PENCAPAIAN NILAI KINERJA INDIVIDU DIREKSI  
SECARA INDIVIDUAL TAHUN 2024**

**DIRECTORS INDIVIDUAL PERFORMANCE VALUE  
ACHIEVEMENT SUMMARY INDIVIDUALLY IN 2024**

| No | Direktorat /<br>Directorate                                                                                                       | KPI Kolegial /<br>Collegial KPIs | KPI Bersama /<br>Joint KPIs | KPI Direktorat /<br>Directorate KPIs | Jumlah /<br>Total | Nilai Kinerja<br>Individu Direksi<br>/ Individual<br>Performance<br>Values of<br>Directors |
|----|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|--------------------------------------|-------------------|--------------------------------------------------------------------------------------------|
| 1  | Direktur Niaga / Managing Director of Commerce                                                                                    | 102,13                           | 41,84                       | 63,43                                | 105,27            | 104,01                                                                                     |
| 2  | Direktur Operasi / Managing Director of Operation                                                                                 | 102,13                           | 41,84                       | 63,98                                | 105,82            | 104,34                                                                                     |
| 3  | Direktur Pengelolaan Prasarana /<br>Managing Director of Infrastructure                                                           | 102,13                           | 41,84                       | 63,32                                | 105,16            | 103,95                                                                                     |
| 4  | Direktur Pengelolaan Sarana / Managing<br>Director of Rolling Stock                                                               | 102,13                           | 41,84                       | 63,45                                | 105,29            | 104,03                                                                                     |
| 5  | Direktur Keselamatan dan Keamanan<br>/ Managing Director of Safety and<br>Security                                                | 102,13                           | 41,84                       | 63,42                                | 105,03            | 103,87                                                                                     |
| 6  | Direktur SDM dan Umum / Managing<br>Director of HC and General Affairs                                                            | 102,13                           | 41,84                       | 60,65                                | 102,26            | 102,20                                                                                     |
| 7  | Direktur Perencanaan Strategis dan<br>Pengembangan Usaha / Managing<br>Director of Strategic Planning and<br>Business Development | 102,13                           | 41,84                       | 61,05                                | 102,89            | 102,59                                                                                     |
| 8  | Direktur Keuangan dan Manajemen<br>Risiko / Managing Director of Finance<br>and Risk Management                                   | 102,13                           | 41,84                       | 62,26                                | 104,10            | 103,31                                                                                     |

**Keberagaman Dewan Komisaris dan Direksi [GRI 405-1]**

*Board of Commissioners and Directors' Diversity Policy [GRI 405-1]*

Perseroan memahami pentingnya pemenuhan aspek keberagaman dalam komposisi Dewan Komisaris dan Direksi. Hal tersebut dipenuhi guna menjaga kualitas pengambilan keputusan yang dilakukan masing-masing organ agar tetap objektif, komprehensif, optimal, serta berdampak positif

The Company understands the importance of fulfilling the diversity aspect in the composition of the Board of Commissioners and Board of Directors. This is fulfilled in order to maintain the quality of decision making by each organ to remain objective, comprehensive, optimal, and have a

khususnya bagi praktik pengawasan dan pengelolaan Perseroan. Terpenuhinya aspek keberagaman dalam komposisi Dewan Komisaris dan Direksi merupakan upaya Perseroan untuk memperkaya sudut pandang di dalam proses pengambilan keputusan, baik Dewan Komisaris maupun Direksi, sebagai nilai tambah yang dihadirkan di dalam kegiatan operasional dan manajemen Perseroan, mencakup pelaksanaan tata kelola perusahaan.

### Kebijakan Keberagaman Dewan Komisaris dan Direksi

Kebijakan keberagaman pada komposisi Dewan Komisaris dan Direksi diatur melalui Board Manual. Sesuai aturan itu, Dewan Komisaris dan Direksi wajib memenuhi sejumlah persyaratan, mencakup latar belakang pengetahuan dan keahlian yang dimiliki masing-masing anggota. Persyaratan bagi Dewan komisaris dan Direksi memperlihatkan bahwa komposisi Dewan Komisaris dan Direksi wajib disusun dengan memenuhi keberagaman pengetahuan dan keahlian, sesuai kebutuhan Perseroan.

### Aspek Keberagaman pada Komposisi Dewan Komisaris

Pengungkapan aspek keberagaman komposisi Dewan Komisaris adalah sebagai berikut:

**Tabel Aspek Keberagaman pada Komposisi Dewan Komisaris**

| Nama /<br>Name  | Jabatan /<br>Position                                                                                         | Usia /<br>Age                    | Jenis<br>Kelamin /<br>Gender | Pendidikan /<br>Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Pengalaman Kerja /<br>Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Keahlian /<br>Skill                                                    |
|-----------------|---------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Said Aqil Siroj | Komisaris<br>Utama/<br>Komisaris<br>Independen<br>/ President<br>Commissioner/<br>Independent<br>Commissioner | 71 tahun<br>/ 71<br>years<br>old | Laki-laki /<br>Male          | <ul style="list-style-type: none"> <li>Doktor bidang Aqidah/ Filsafat Islam Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1994) / Doctorate in Islamic Creed/Philosophy Faculty of Ushuluddin Umma al-Qura University Mecca (1994)</li> <li>Master bidang Perbandingan Agama Fakultas Ushuluddin dari Universitas Umm al-Qura Mekkah (1987) / Master of Religious Studies, Faculty of Ushuluddin, from University Umm al-Qura, Mecca (1987)</li> <li>Sarjana bidang Ushuluddin dan Dakwah Fakultas Syari'ah dari Universitas King Abdul Aziz Mekkah (1982) / Bachelor of Ushuluddin and Da'wah at Faculty of Sharia, University King Abdul Aziz, Mekkah (1982)</li> </ul> | <ul style="list-style-type: none"> <li>Komisaris Utama/Komisaris Independen PT Kereta Api Indonesia (Persero) (2021-Sekarang) / President Commissioner/Independent Commissioner of PT Kereta Api Indonesia (Persero)(2021-Present)</li> <li>Vice President Religions for Peace (2019-sekarang) / Vice President of Religions for Peace (2019-present)</li> <li>Anggota BPIP (Badan Pengkajian Ideologi Pancasila) RI (2017- sekarang) / Member of BPIP (Pancasila Ideology Assessment Agency) RI (2017-present)</li> <li>Ketua Umum PBNU (2010 – 2021) / General Chairperson of PBNU (2010-2021)</li> <li>Komisaris Independen PT Rumah Sakit Pelabuhan (Pelindo II Group) (2019-2020) / Independent Commissioner of PT Rumah Sakit Pelabuhan (Pelindo II Group)(2019-2020)</li> <li>Komisaris Independen PT Pelabuhan Tanjung Priok (Pelindo II Group)(2012-2019)/ Independent Commissioner of PT Pelabuhan Tanjung Priok (Pelindo II Group)(2012-2019)</li> <li>Ketua Majelis Wali Amanat Universitas Indonesia (2012-2015) / Chairman of the Board of Trustees of the University of Indonesia (2012-2015)</li> <li>Guru Besar Bidang Tasawuf IAIN Sunan Ampel, Surabaya (2014) / Professor of Sufism IAIN Sunan Ampel, Surabaya (2014)</li> </ul> | Manajemen,<br>Filsafat Islam /<br>Management,<br>Islamic<br>Philosophy |

positive impact, especially for the practice of supervision and management of the Company. The fulfilment of the diversity aspect in the composition of the Board of Commissioners and the Board of Directors is the Company's effort to enrich the point of view in the decision-making process, both the Board of Commissioners and the Board of Directors, as an added value presented in the Company's operational and management activities, including the implementation of corporate governance.

### Board of Commissioners and Board of Directors Diversity Policy

The diversity policy on the composition of the Board of Commissioners and the Board of Directors is regulated through the Board Manual. According to the regulation, the Board of Commissioners and the Board of Directors must fulfil a number of requirements, including the background knowledge and expertise of each member. The requirements for the Board of Commissioners and Board of Directors show that the composition of the Board of Commissioners and Board of Directors must be prepared by fulfilling the diversity of knowledge and expertise, according to the needs of the Company.

### Diversity Aspects in the Composition of the Board of Commissioners

Disclosure of the diversity aspect of the composition of the Board of Commissioners and Board of Directors can be seen in the following table:

**Table of Diversity Aspects in the Composition of the Board of Commissioners**

| Nama / Name    | Jabatan / Position                              | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Keahlian / Skill                                                               |
|----------------|-------------------------------------------------|-------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Rochadi        | Komisaris Independen / Independent Commissioner | 62 tahun / 62 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Seskoad (2000) / Indonesian Army Command and General Staff College (2000)</li> <li>Suslapa II (1995) / Field Artillery Officers Advanced Course II (1995)</li> <li>Suslapa I (1991) / Field Artillery Officers Advanced Course I (1991)</li> <li>Sussarcab Infanteri (1986) / Infantry Basic Corps Course (1986)</li> <li>Akademi Militer (1986) / Military Academy (1986)</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>Komisaris Independen PT Kereta Api Indonesia (Persero) (2021- sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-present)</li> <li>Dankoopssus TNI (2019) / Commander of the Special Operations Command of TNI (2019)</li> <li>Direktur A Bais TNI (2018) / Director of Military Intelligence Agency of TNI (2019)</li> <li>Danpusdikter Pusterad (2016) / Commander of the Territorial Training Center of Indonesian Army Territorial center (2016)</li> <li>Paban Sahli Kasad Bidang Orkes Sahli Kasad (2015) / Staff Section of the Chief of Staff of the Indonesian Army of Orkes the Chief of Staff of the Indonesian Army</li> <li>Irdam III/SLW (2014) / Inspectorate of the Regional Military Command III/SLW (2014)</li> <li>Danrem 044/Gapo Dam II/SWJ (2013) / Commander of the Military District 044 Gapo Dam II/SWJ (2013)</li> <li>Danbrigif 19/KT Dam XII/TPR (2010) / Commander of Infantry Brigade 19/KT Dam XII/TPR (2010)</li> <li>Aster Kasdam III/SIW (2011) / Deputy Commander of the Military Regional Command III/SIW (2011)</li> <li>Waasops Kasdam III/SLW (2007) / Deputy Operations Chief of Staff of the Regional Military Command III/SLW (2007)</li> <li>Dandim 0616/Indramayu (2003) / Military District Commander 0616/Indramayu (2003)</li> </ul> | Militer / Military                                                             |
| Riza Primadi*  | Komisaris Independen / Independent Commissioner | 64 tahun / 64 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Transitional Democracy (Chevening Awards), University of Birmingham, UK (2000) / Military District Commander 0616/Indramayu (2003)</li> <li>Post Graduate in Science Communications, University of London, Birbeck College (1994) / Post Graduate in Science Communications, University of London, Birbeck College (1994)</li> <li>Sarjana Sains bidang Matematika dan IPA dari Universitas Indonesia (1986) / Bachelor of Science in Mathematics and IPA from the University of Indonesia (1986)</li> </ul> | <ul style="list-style-type: none"> <li>Komisaris Independen PT Kereta Api Indonesia (Persero) (2021- Sekarang) / Independent Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)</li> <li>Staf Khusus Menteri BUMN (2015-2017) / SOE Minister's Special Staff (2015-2017)</li> <li>News Advisor, Astro Awani Malaysia (2009-2010) / News Advisor, Astro Awani Malaysia (2009-2010)</li> <li>News Director, PT Adi Karya Visi (2005-2008) / News Director, PT Adi Karya Visi (2005-2008)</li> <li>News and Corporate Affairs Director, Trans TV (2000-2005) / News and Corporate Affairs Director, Trans TV (2000-2005)</li> <li>Dosen Departemen Ilmu Komunikasi FISIP UI (1988-2008) / Lecturer, Department of Communication Sciences FISIP UI (1988- 2008)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Komunikasi / Communication                                                     |
| Endang Tirtana | Komisaris / Commissioner                        | 44 tahun / 44 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Doktor, Administrasi Publik Universitas Muhammadiyah Jakarta / Doctor, Public Administration, Muhammadiyah University of Jakarta</li> <li>Pascasarjana, Magister Ilmu Administrasi Universitas Krisnadwipayana / Master, Administrative Science at Krisnadwipayana University</li> <li>Sarjana Aqidah Filsafat, Institut Agama Islam Negeri (IAIN) Padang / Bachelor, Department of Aqidah Philosophy at the State Islamic Institute of Padang (IAIN)</li> </ul>                                             | <ul style="list-style-type: none"> <li>Direktur Indonesian Watch for Democracy (2017-Saat ini) / Director of Indonesian Watch for Democracy (2017-Present)</li> <li>Peneliti Senior Maarif Insititute For Culture and Humanity (2019-sekarang / Senior Researcher, Maarif Institute for Culture and Humanity (2019-present)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Filsafat Islam, Ilmu Administrasi / Islamic Philosophy, Administrative Science |

| Nama / Name                | Jabatan / Position       | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Keahlian / Skill              |
|----------------------------|--------------------------|-------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Mohamad Risal Wasal        | Komisaris / Commissioner | 57 tahun / 57 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Pascasarjana (S2), Sekolah Tinggi Ilmu Manajemen, Jakarta (2000) / Postgraduate (S2), College of Management Sciences, Jakarta (2000)</li> <li>Diploma (D4), Sekolah Tinggi Transportasi Darat (1997) / Diploma (D4), Land Transportation College (1997)</li> </ul>                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Direktur Jenderal Integrasi Antarmoda (2025-sekarang) / Director General of Intermodal Integration (2025-present)</li> <li>Direktur Jenderal Perkeretaapian (2019-2025) / Director General of Railways (2019-2025)</li> <li>Direktur Lalu Lintas dan Angkutan Kereta Api, Kementerian Perhubungan (2021- 2022) / Director of Railway Traffic and Transportation, Ministry of Transportation (2021-2022)</li> <li>Direktur Sarana Transportasi Jalan, Kementerian Perhubungan (2020-2021) / Director of Road Transportation Rolling Stock, Ministry of Transportation (2020-2021)</li> <li>Direktur Prasarana Transportasi Jalan, Kementerian Perhubungan (2019-2020) / Director of Road Transportation Infrastructure, Ministry of Transportation (2019-2020)</li> <li>Direktur Pembinaan Keselamatan Kementerian Perhubungan (2018-2019) / Director of Safety Development Ministry of Transportation (2018-2019)</li> </ul> | Transportasi / Transportation |
| Sri Paduka Mangkoenagoro X | Komisaris / Commissioner | 27 tahun / 27 years old | Laki-laki / Male       | Sarjana Hukum, Universitas Indonesia (2019) / Bachelor of Laws, University of Indonesia (2019)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)</li> <li>Associate, Hendra Soenardi Law Firm (2019-2022) / Associate, Hendra Soenardi Law Firm (Oct 2019 – Jan 2022)</li> <li>Trainee Associate, Hendra Soenardi Law Firm (2019-2019) / Trainee Associate, Hendra Soenardi Law Firm (May 2019 – Oct 2019)</li> <li>Sekolah Cita Buana, Photography Teacher (2018 – 2019) / Cita Buana School, Photography Teacher (2018 – 2019)</li> <li>Harika Event, Vice-Head of Media and Publication (2017-2018) / Harika Event, Vice-Head of Media and Publication (2017-2018)</li> </ul>                                                                                                                                                                                                                                                               | Hukum / Legal                 |
| Diah Natalisa              | Komisaris / Commissioner | 61 tahun / 61 years old | Perempuan / Female     | <ul style="list-style-type: none"> <li>(Prof) Ilmu Manajemen dari Universitas Sriwijaya (2008) / (Professor) Management Sciences from the University of Sriwijaya (2008)</li> <li>Doktor Program Studi Ilmu Ekonomi dari Universitas Airlangga (1999) / Doctor of Economics Studies Program from Airlangga University (1999)</li> <li>Master bidang Manajemen dari University of Kentucky (1992) / Master of Management from the University of Kentucky (1992)</li> <li>Sarjana bidang Manajemen dari Universitas Sriwijaya (1987) / Bachelor of Management from the University of Sriwijaya (1987)</li> </ul> | <ul style="list-style-type: none"> <li>Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021-Present)</li> <li>Komisaris PT Jamkrindo (2017-2021) / Commissioner of PT Jamkrindo (2017-2021)</li> <li>Koordinator Kopertis Wilayah II Sumbagsel-Kemendikbud RI (2008-2016) / Commissioner of PT Jamkrindo (2017-2021)</li> <li>Ketua Program Studi Magister Manajemen Universitas Sriwijaya (2000-2008) / Head of Sriwijaya University Master of Management Study Program (2000-2008)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                    | Manajemen / Management        |

| Nama / Name    | Jabatan / Position                              | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                                                                                     | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Keahlian / Skill                  |
|----------------|-------------------------------------------------|-------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Chairul Anwar  | Komisaris / Commissioner                        | 63 tahun / 63 years old | Laki-laki / Male       | <ul style="list-style-type: none"><li>Lemhannas RI (2013) / National Resilience Institute of the Republic of Indonesia (2013)</li><li>Sespati Polri (2009) / Leadership Training for High-Ranking Police Officers of the Indonesian National Police (2009)</li><li>Sespimpol (2001) / Police Staff and Leadership School (2001)</li><li>PTIK (1995) / Police Science Universities (1995)</li><li>Akpol (1986) / Indonesian Police Academy (1986)</li></ul> | <ul style="list-style-type: none"><li>Komisaris PT Kereta Api Indonesia (Persero) (2021-Sekarang) / Commissioner of PT Kereta Api Indonesia (Persero) (2021- Present)</li><li>Komisaris PT Angkasa Pura Solusi (2020-2021) / Commissioner of PT Angkasa Pura Solusi (2020-2021)</li><li>Ketua Pelaksana Harian Satgas Penanganan Pengungsi dari Luar Negeri (2019) / Chief Executive Officer of the Department of Foreign Refugees (2019)</li><li>Asisten Deputi Koordinasi Penanganan Kejahatan Transnasional dan Kejahatan Luar Biasa (2013-2016) / Assistant Deputy Coordinator for Transnational Crime and Extreme Crime Management (2013-2016)</li><li>Analisis Kebijakan Dittipidum (2013) / Policy Analyst of the Directorate of General Crimes (2013)</li><li>Penyidik Utama Tk. I Rowassidik (2011) / Principal Investigator Level I of the Investigation Supervision Bureau (2011)</li><li>Penyidik Utama Tk. I DIT III (2010) / Principal Investigator Level I of the Directorate III (2010)</li></ul> | Kepolisian / Police               |
| Johan Sirait   | Komisaris Independen / Independent Commissioner | 48 tahun / 48 years old | Laki-laki / Male       | Sarjana Hukum, Universitas Atma Jaya (1996) / Bachelor of Laws, Atma Jaya University (1996)                                                                                                                                                                                                                                                                                                                                                                | Co-Founder & Commissioner PT Menara Medika Pratama (2009- Sekarang) / Co-Founder & Commissioner of PT Menara Medika Pratama (2009- Present)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Hukum / Legal                     |
| Elen Setiadi** | Komisaris / Commissioner                        | 54 tahun / 54 years old | Laki-laki / Male       | <ul style="list-style-type: none"><li>Magister Ilmu Ekonomi, Universitas Indonesia / Master of Economics, Universitas Indonesia</li><li>Sarjana Hukum Tata Negara, Universitas Andalas Padang / Bachelor of Constitutional Law, Universitas Andalas Padang</li></ul>                                                                                                                                                                                       | Staf Ahli Bidang Regulasi, Penegakan Hukum, dan Ketahanan Ekonomi / Expert Staff for Regulation, Law Enforcement, and Economic Resilience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hukum, Ekonomi / Legal, Economics |

\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-61/MBU/03/2024 dated March 5, 2024.

\*\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-192/MBU/08/2024 tanggal 2 Agustus 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of State-Owned Enterprises No. SK-192/MBU/08/2024 dated August 2, 2024.

### Aspek Keberagaman pada Komposisi Direksi

Pengungkapan aspek keberagaman komposisi Direksi adalah sebagai berikut:

Tabel Aspek Keberagaman pada Komposisi Direksi

### Diversity Aspects in the Composition of the Board of Directors

Disclosure of aspects of the diversity of the composition of the Board of Directors is as follows:

Table of Diversity Aspects in the Composition of the Board of Directors

| Nama / Name      | Jabatan / Position | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                                          | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Keahlian / Skill                    |
|------------------|--------------------|-------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Didiek Hartantyo | Direktur Utama     | 63 tahun / 63 years old | Laki-laki / Male       | <ul style="list-style-type: none"><li>Master degree dari Daniel School of Business, University of Denver, Amerika Serikat (1995) / Master's degree from the Daniel School of Business, University of Denver, United States of America (1995)</li><li>Sarjana bidang Ekonomi Manajemendari Universitas Sebelas Maret (1985) / Bachelor of Economics in Management from Sebelas Maret University (1985)</li></ul> | <ul style="list-style-type: none"><li>Direktur Utama PT Kereta Api Indonesia (Persero) (2020-sekarang) / President Director of PT Kereta Api Indonesia (Persero) (2020- present)</li><li>Direktur Keuangan PT Kereta Api Indonesia (Persero) (2016-2020) / Finance Director of PT Kereta Api Indonesia (Persero) (2016-2020)</li><li>Group Head Corporate Banking II, Bank Mandiri (2011-2016) / Group Head Corporate Banking II, Bank Mandiri (2011-2016)</li><li>Group Head Financial Institutions, Bank Mandiri (2010-2011) / Group Head Financial Institutions, Bank Mandiri (2010-2011)</li></ul> | Kuangan, Bisnis / Finance, Business |



| Nama / Name               | Jabatan / Position                                                   | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                  | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Keahlian / Skill                               |
|---------------------------|----------------------------------------------------------------------|-------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                       | 59 tahun / 59 years old | Laki-laki / Male       | Magister Administrasi Bisnis dari Brunel University di London (2007) / Master of Business Administration from Brunel University in London (2007)                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Direktur Niaga PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Commerce of PT Kereta Api Indonesia (Persero) (2022-present)</li> <li>Direktur Operasi PT Bukit Asam Tbk (2020-2021) / Managing Director of Operation of PT Bukit Asam Tbk (2020-2021)</li> <li>Sekretaris Perusahaan PT Bukit Asam Tbk (2018-2020) / Secretary of PT Bukit Asam Tbk (2018-2020)</li> <li>General Manager Pelabuhan Tarahan (2018-2020) / General Manager of Tarahan Port (2018-2020)</li> <li>Direktur Utama PT Satria Bahana Sarana (2016-2017) / President Director of PT Satria Bahana Sarana (2016-2017)</li> <li>Project Manager Pembangunan Infrastruktur Penanganan Batu Bara (2015-2016) / Project Manager Development of Coal Mining Infrastructure (2015-2016)</li> <li>Site Manager Pembangunan Dermaga, Coal Handling Facilities dan Kantor Terpadu (2010-2015) / Site Manager Port Construction, Coal Handling Facilities and Integrated Office (2010-2015)</li> <li>Project Manager Pembangunan Barge Loading Conveyor (2009-2010) / Barge Loading Conveyor Construction Project Manager (2009-2010)</li> <li>Analisis Bisnis (2005-2009) / Business Analyst (2005-2009)</li> </ul>                               | Operasi, Prasarana / Operation, Infrastructure |
| Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operation                    | 58 tahun / 58 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Master bidang Teknik Perkeretaapian Institut Teknologi Bandung (2000) / Master of Science in Railway Engineering Bandung Institute of Technology (2000)</li> <li>Sarjana bidang Teknik Sipil dari Institut Teknologi Nasional Bandung (1995) / Bachelor of Civil Engineering from the National Institute of Technology Bandung (1995)</li> </ul> | <ul style="list-style-type: none"> <li>Direktur Operasi PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2022-present)</li> <li>Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2020-2022) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2020-2022)</li> <li>Direktur Operasi PT Kereta Api Indonesia (Persero) (2019) / Managing Director of Operation of PT Kereta Api Indonesia (Persero) (2019)</li> <li>Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Kantor Pusat PT Kereta Api Indonesia (Persero) (2016-2019) / Corporate Deputy Director of Infrastructure Maintenance and Infrastructure Assets Central Office of PT Kereta Api Indonesia (Persero) (2016-2019)</li> <li>Executive Vice President Freight Marketing &amp; Sales PT Kereta Api Indonesia (Persero) (2015-2016) / Executive Vice President Freight Marketing &amp; Sales of PT Kereta Api Indonesia (Persero) (2015-2016)</li> </ul>                                                                                                                                                                                                        | Prasarana / Infrastructure                     |
| Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure | 53 tahun / 53 years old | Laki-laki / Male       | Sarjana bidang Manajemen dari Universitas Gajah Mada (1999) / Bachelor of Management from Gajah Mada University (1999)                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Direktur Pengelolaan Prasarana PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Infrastructure of PT Kereta Api Indonesia (Persero) (2022-present)</li> <li>Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021) / Corporate Deputy Director of Assets Development PT Kereta Api Indonesia (Persero) (2020-2021)</li> <li>Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020) / Corporate Deputy Director of New Business Development PT Kereta Api Indonesia (Persero) (2019-2020)</li> <li>Plt. Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019) / Acting Technical Executive Vice President National and Corporate Strategic Projects PT Kereta Api Indonesia (Persero) (2019)</li> <li>Direktur Utama PT Railink (2015-2019) / President Director of PT Railink (2015-2019)</li> <li>Vice President Sub Divre III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (kini Divre IV Tanjungkarang) (2013-2015) / Vice President Sub Division III.2 Tanjungkarang PT Kereta Api Indonesia (Persero) (now Division IV Tanjungkarang) (2013-2015)</li> </ul> | Sarana, Keselamatan / Facilities, Safety       |

| Nama / Name       | Jabatan / Position                                                           | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Keahlian / Skill                                         |
|-------------------|------------------------------------------------------------------------------|-------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| Sandry Pasambuna* | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security | 57 tahun / 57 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Magister Teknik Perminyakan UPN Veteran Yogyakarta (2020) / Master of Petroleum Engineering UPN Veterans Yogyakarta (2020)</li> <li>Program Studi Program Profesi Insinyur Universitas Sam Ratulangi Manado (2020) / Sam Ratulangi Manado University's Engineering Professions Program (2020)</li> <li>Environmental Policy and Management, The Van Hall Institute, Belanda (2002) / Environmental Policy and Management, The Van Hall Institute, Netherlands (2002)</li> <li>Insinyur dari Fakultas Teknik Sipil Universitas Sam Ratulangi Manado (1995) / Engineer from the Faculty of Civil Engineering of Sam Ratulangi Manado University (1995)</li> </ul> | <ul style="list-style-type: none"> <li>Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Safety and Security of PT Kereta Api Indonesia (Persero) (2022-present)</li> <li>Direktur Perencanaan Strategis dan Pengembangan Usaha PT Kereta Api Indonesia (Persero) (2022) / Managing Director of Strategic Planning and Business Development of PT Kereta Api Indonesia (Persero) (2022)</li> <li>Direktur Komersial dan Pengembangan Usaha Perum DAMRI (2020-2022) / Commercial Director and Residential Enterprise Development DAMRI (2020-2022)</li> <li>Commissioning &amp; Quality Control Manager di PHE-ONWJ (2018-2020) / Commissioning &amp; Quality Control Manager at PHE-ONWJ (2018-2020)</li> <li>Head of Project Delivery di PHE-WMO dan Commissioning &amp; Quality Control Manager di PHE-ONWJ (2011-2018) / Head of Project Delivery at PHE-WMO and Commissioning &amp; Quality Control Manager at PHE-ONWJ (2011-2018)</li> </ul> | Keselamatan / Safety                                     |
| Dadan Rudiansyah  | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security | 52 tahun / 52 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Sarjana Hukum di Sekolah Tinggi Hukum Bandung (1996) / Bachelor of Law at Sekolah Tinggi Hukum Bandung (1996)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Direktur Komersial dan Pengembangan Usaha Damri (2022- 2024) / Director of Commercial and Business Development at Damri (2022-2024)</li> <li>Direktur Niaga KAI (2021-2022) / Managing Director of Business at KAI (2021-2022)</li> <li>Komisaris PT Jaklingko (2020-2021) / Commissioner of PT Jaklingko (2020-2021)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Hukum, K3 / Legal, OHS                                   |
| Suparno*          | Direktur SDM dan UMUM / Managing Director of Human Capital & General Affairs | 57 tahun / 57 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Master bidang Teknik Perkeretaapian dari Institut Teknologi Bandung (2001) / Bachelor of Civil Engineering from Sebelas Maret State University (1993)</li> <li>Sarjana bidang Teknik Sipil dari Universitas Negeri Sebelas Maret (1993) / Bachelor of Civil Engineering from Sebelas Maret State University (1993)</li> </ul>                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) (2022-Sekarang) / Managing Director of Human Capital &amp; General Affairs of PT Kereta Api Indonesia (Persero) (2022-present)</li> <li>Vice President Facility and Bridge (2020) / Vice President of Facility and Bridge (2020)</li> <li>Vice President Pengadaan Barang dan jasa (2019-2020) / Vice President of Procurement of freight and Services (2019-2020)</li> <li>Vice President IT Planning and Governance (2018) / Vice President of IT Planning and Governance (2018)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                | SDM, Prasarana / Human Capital, Infrastructure           |
| Rosma Handayani   | Direktur SDM dan UMUM / Managing Director of Human Capital & General Affairs | 55 tahun / 55 years old | Perempuan / Female     | <ul style="list-style-type: none"> <li>Magister Manajemen Universitas Gajah Mada (2004) / Master of Management from Universitas Gajah Mada (2004)</li> <li>Sarjana Hukum di Universitas Indonesia (1993) / Bachelor of Law from Universitas Indonesia (1993)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Direktur SDM dan Umum PT Kereta Api Indonesia (Persero) (2024-Sekarang) / Managing Director of Human Capital and General Affairs (2024-Present)</li> <li>SEVP Human Capital Bank Syariah Indonesia (2021-2024)</li> <li>SEVP Human Capital Bank Syariah Mandiri (2020-2021)</li> <li>Direktur Compliance &amp; Human Capital PT Bank Syariah Mandiri (2020) / Director of Compliance &amp; Human Capital at PT Bank Syariah Mandiri (2020)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Hukum, SDM, Manajemen / Legal, Human Capital, Management |

| Nama / Name       | Jabatan / Position                                                                                                           | Usia / Age              | Jenis Kelamin / Gender | Pendidikan / Education                                                                                                                                                                                                                                                                                                                                                                                                     | Pengalaman Kerja / Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Keahlian / Skill                           |
|-------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| John Robertho     | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | 61 tahun / 61 years old | Laki-laki / Male       | Sarjana bidang Teknik Mesin dari Universitas HKBP Nommensen (1989) / Bachelor of Science in Mechanical Engineering from HKBP Nommensen University (1989)                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Direktur Perencanaan Strategis dan Pengelolaan Sarana PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Strategic Planning and Rolling Stock Management (2023 - present)</li> <li>Direktur Pelaksana Perencanaan Strategis dan Pengembangan Bisnis PT Kereta Api Indonesia (Persero) (2022-2024) / Managing Director of Strategic Planning and Business Development of PT Kereta Api Indonesia (Persero)(2022-2024)</li> <li>Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2019-2022) / Managing Director of Safety and Security of PT Kereta Api Indonesia(Persero)(2019-2022)</li> <li>Pelaksana Tugas Direktur Teknik PT Kereta Commuter Indonesia (2019) / Acting Director of Engineering of PT Kereta Commuter Indonesia (2019)</li> <li>Executive Vice President Divisi Light Rail Transit Jabodebek (2017-2019) / Executive Vice President of Light Rail Transit Division of Jabodebek (2017-2019)</li> <li>Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero) (2017) / Corporate Deputy Director of Freight Marketing and Sales, PT Kereta Api Indonesia (Persero)(2017)</li> <li>Executive Vice President Daerah Operasi I Jakarta PT Kereta Api Indonesia (Persero) (2016-2017) / Executive Vice President of Operational Area I Jakarta of PT Kereta Api Indonesia(Persero)(2016-2017)</li> <li>Direktur Teknik KAI Commuter Jabotabek (2014-2016) / Director of Engineering of KAI Commuter Jabotabek(2014-2016)</li> </ul> | Keselamatan / Safety                       |
| Salusra Wijaya    | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                    | 61 tahun / 61 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>MBA in International Banking &amp; Finance di Birmingham Business School, University of Birmingham, Inggris (1997) / MBA in International Banking &amp; Finance from Birmingham Business School, University of Birmingham, Inggris (1997)</li> <li>Sarjana bidang Akuntansi dari Universitas Indonesia (1988) / Bachelor of Accounting from Universitas Indonesia (1988)</li> </ul> | <ul style="list-style-type: none"> <li>Direktur Keuangan dan Manajemen Risiko PT Kereta Api Indonesia (Persero) (2020-Sekarang) / Managing Director of Finance and Risk Management of PT Kereta Api Indonesia(Persero)(2020-present)</li> <li>Finance &amp; Human Resources Director di PT Pelabuhan Tanjung Priok (PT Pelindo II Group) (2019-2020) / Finance &amp; Human Resources Director of PT Pelabuhan Tanjung Priok (PT Pelindo II Group)(2019-2020)</li> <li>President Director PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019) / President Director of PT Indonesia Kendaraan Terminal Tbk (PT Pelindo II Group) (2018-2019)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Keuangan / Finance                         |
| Rudi As Aturridha | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations          | 52 tahun / 52 years old | Laki-laki / Male       | <ul style="list-style-type: none"> <li>Calon Magister Ekonomi Universitas Trisakti 2022 - Sekarang / Master Degree Candidate Trisakti University (2022 - Present)</li> <li>Sarjana Ekonomi Universitas Trisakti 1991 - 1996 / Bachelor of Economic Trisakti University (1991 - 1996)</li> </ul>                                                                                                                            | <ul style="list-style-type: none"> <li>Direktur Pengembangan Usaha dan Kelembagaan PT Kereta Api Indonesia (Persero) (2023-Sekarang) / Managing Director of Business Development and Institutional Relations (November 2023 - present)</li> <li>Group Head Corporate Secretary Bank Mandiri (2020-2023) / Group Head Corporate Secretary Bank Mandiri (2020- November 2023)</li> <li>Department Head Corporate Communication Bank Mandiri (2019-2020) / Corporate Communication Department Head of Bank Mandiri (2019-2020)</li> <li>Area Head Yogyakarta Bank Mandiri (2017-2019) / Area Head of Bank Mandiri Yogyakarta (2017-2019)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Pengembangan Bisnis / Business Development |

\*) Berhenti menjabat berdasarkan Keputusan Menteri BUMN No. SK-62/MBU/03/2024 tanggal 5 Maret 2024 / No. longer served based on the Decree of the Minister of State-Owned Enterprises No. SK-62/MBU/03/2024 dated March 5, 2024

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

*Nomination and Remuneration of the Board of Commissioners and Board of Directors [GRI 2-10]*

### NOMINASI DEWAN KOMISARIS DAN DIREKSI

Perseroan menerapkan proses nominasi Dewan Komisaris dan Direksi dengan mengacu pada Peraturan Menteri BUMN No. PER-10/MBU/10/2020 tanggal 09 Oktober 2020 tentang Perubahan Atas Peraturan Menteri BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara dan pada Peraturan Menteri BUMN No. PER-03/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Bakal calon Dewan Komisaris dan Direksi diusulkan melalui Dewan Komisaris yang dibantu oleh Komite Remunerasi dan Nominasi. Bakal calon yang akan ditetapkan menjadi calon anggota Dewan Komisaris dan Direksi adalah seorang yang telah dinyatakan memenuhi Persyaratan formal, persyaratan materiil dan persyaratan lain serta lulus Uji Kelayakan dan Kepatutan (UKK). Penetapan Direksi dan Dewan dilakukan melalui Keputusan RUPS.

### PROSEDUR DAN PELAKSANAAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS [GRI 2-19, 2-20]

Penetapan remunerasi bagi anggota Dewan Komisaris dan Direksi merupakan kewenangan pemegang saham melalui mekanisme RUPS, dengan formulasi yang mengacu pada Peraturan Menteri BUMN No. PER-04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN, dengan perubahan terakhir berdasarkan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam Atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara.

### NOMINATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company implements the nomination process for the Board of Commissioners and the Board of Directors in accordance with the Regulation of the Minister of SOEs No. PER-10/MBU/10/2020, dated October 9, 2020, which amends the Regulation of the Minister of SOEs No. PER-02/MBU/02/2015, outlining the Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises. Additionally, it adheres to the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015, dated February 17, 2015, concerning the Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises.

Prospective candidates for the Board of Commissioners and the Board of Directors are nominated by the Board of Commissioners, with support from the Remuneration and Nomination Committee. Candidates proposed for membership must satisfy formal, material, and other requirements and successfully pass the Fit and Proper Test (UKK). The appointment of members to the Board of Directors and Board of Commissioners is finalized through a GMS decision.

### PROCEDURE AND IMPLEMENTATION OF REMUNERATION FOR THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS [GRI 2-19, 2-20]

Determination of remuneration for members of the Board of Commissioners and Board of Directors is the authority of shareholders through the GMS mechanism, with a formulation referring to the Regulation of the Minister of SOEs No. PER-04/MBU/2014 dated March 10, 2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Board of Supervisors of SOEs, with the latest amendment based on Regulation of the Minister of SOEs No. PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to Regulation of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Board of Supervisors of State-Owned Enterprises.

## PROSEDUR PENETAPAN REMUNERASI

Dalam proses penetapan besaran remunerasi Dewan Komisaris dan Direksi, Dewan Komisaris dengan dibantu Komite Nominasi dan Remunerasi melakukan kajian dan evaluasi tentang besaran dana remunerasi yang akan diberikan. Selanjutnya, hasil kajian dan evaluasi disampaikan kepada RUPS untuk dikaji kembali hingga kemudian disahkan setelah mendapat kesepakatan. Indikator Penetapan Remunerasi Penetapan remunerasi berupa gaji atau honorarium, tunjangan, dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan sejumlah indikator mencakup skala usaha, kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, serta faktor-faktor lain yang relevan, dengan batasan yang diatur di dalam peraturan perundang-undangan yang berlaku.

## STRUKTUR DAN BESARAN REMUNERASI MASING-MASING ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Berdasarkan prosedur dan indikator penetapan remunerasi yang diuraikan sebelumnya, struktur remunerasi Dewan Komisaris dan Direksi yang berlaku untuk tahun buku 2024 adalah sebagai berikut:

### Struktur Remunerasi Dewan Komisaris dan Direksi

Berdasarkan prosedur dan indikator penetapan remunerasi yang diuraikan sebelumnya, struktur remunerasi Dewan Komisaris dan Direksi yang berlaku tahun 2024 adalah sebagai berikut:

**Tabel Struktur Remunerasi Dewan Komisaris dan Direksi Tahun 2024**

| Jenis Penghasilan /<br>Income Type                          | Keputusan / Decision                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                 | Keterangan /<br>Description                                                                                           |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
|                                                             | Dewan Komisaris /<br>Board of Commissioners                                                                                                                                                                                                       | Direksi /<br>Board of Directors                                                                                                                                                                                                                                                                                                 |                                                                                                                       |
| Honorarium/Gaji<br>Honorarium/Salary                        | Honorarium Komisaris Utama: 45% dari Direktur Utama Anggota Dewan Komisaris: 90% dari Komisaris Utama / President Commissioner Honorarium: 45% of the President Director Members of the Board of Commissioners: 90% of the President Commissioner | <ul style="list-style-type: none"> <li>Gaji Direktur Utama: 100% dari gaji Direktur Utama / President Director's salary: 100% of the President Director's salary</li> <li>Anggota Direksi lainnya 85% dari gaji Direktur Utama / Other members of the Board of Directors are 85% of the President Director's salary.</li> </ul> | Sesuai SR-4/Wk.MBU.11/07/2023 Tanggal 24 Juli 2023 / In accordance with SR-4/Wk.MBU.11/07/2023 dated July 24th, 2023. |
| Tunjangan / Allowance                                       |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                       |
| Tunjangan Hari Raya Keagamaan / Religious holiday allowance | 1 (satu) kali honorarium / 1 (one) time honorarium                                                                                                                                                                                                | 1 (satu) kali gaji / 1 (one) time salary                                                                                                                                                                                                                                                                                        | Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023                                                       |
| Asuransi Purna Jabatan / PostService Insurance              | Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun / The premium borne by the company is 25% of salary in 1 year                                                                                                           | Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun / The premium borne by the company is 25% of salary in 1 year                                                                                                                                                                                         | Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023                                                       |

## REMUNERATION DETERMINATION PROCEDURE

In determining the remuneration amount for the Board of Commissioners and the Board of Directors, the Board of Commissioners, with the assistance of the Nomination and Remuneration Committee, performs a comprehensive study and evaluation of the remuneration budget. The findings of this evaluation are then presented to the GMS for review and subsequent approval. The determination of remuneration, whether in the form of salaries, honorariums, allowances, or fixed benefits, is influenced by various indicators including business scale, business complexity, inflation rates, the Company's financial condition and capacity, as well as other pertinent factors, all within the limits set by relevant laws and regulations.

## STRUCTURE AND AMOUNT OF REMUNERATION FOR EACH MEMBER OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS

Based on the previously outlined procedures and indicators for determining remuneration, the remuneration structure for the Board of Commissioners and the Board of Directors for the financial year 2024 is as follows:

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

As detailed above, the remuneration structure applicable to the Board of Commissioners and Board of Directors in 2024 is as follows:

**Table of Remuneration Structure of the Board of Commissioners and Board of Directors in 2024**



| Jenis Penghasilan /<br>Income Type                           | Keputusan / Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Keterangan /<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              | Dewan Komisaris /<br>Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Direksi /<br>Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Tunjangan perumahan /<br>Housing allowance                   | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Tunjangan perumahan termasuk biaya utilitas diberikan secara bulanan yang besarnya ditetapkan oleh Menteri; / Housing allowance includes utility costs is provided on a monthly basis, the amount of which is determined by the Minister;                                                                                                                                                                                                                                                                                                                                                                                                   | Sesuai PER-3/MBU/03/2023 Apabila Direksi BUMN masih mendapatkan fasilitas rumah dinas, maka tetap dapat menggunakan fasilitas tersebut paling lambat tanggal 31 Desember 2024 / In accordance with PER-3/MBU/03/2023, if SOE Directors still have official housing facilities, they can still use these facilities no later than December 31st, 2024                                                                                           |
| Tunjangan Transportasi /<br>Transportation Allowances        | 20% dari honorarium per bulan / 20% of honorarium per month                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023                                                                                                                                                                                                                                                                                                                                                                                |
| Fasilitas / Facility                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Fasilitas Kendaraan / Vehicle<br>Facilities                  | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan / 1 (one) unit along with maintenance costs and operational costs, taking into account the company's financial condition.                                                                                                                                                                                                                                                                                                                                                                                                  | Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 3.500 cc. Untuk kendaraan berbahan bakar minyak atau batas maksimal 100 kWh untuk kendaraan bermotor listrik berbasis baterai (battery electric vehicle) / Vehicle specifications and types are regulated by the Board of Commissioners with a maximum limit of 3,500 cc. For oilfueled vehicles or a maximum limit of 100 kWh for battery electric vehicles |
| Fasilitas Kesehatan / Medical<br>Facility                    | Dalam bentuk asuransi Kesehatan atau penggantian biaya pengobatan (at cost) / In the form of Health insurance or reimbursement of medical expenses (at cost)                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Dalam bentuk asuransi Kesehatan atau penggantian biaya pengobatan (at cost) / In the form of health insurance or reimbursement of medical expenses (at cost)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023                                                                                                                                                                                                                                                                                                                                                                                |
| Fasilitas Bantuan Hukum /<br>Legal Aid Facility              | <ul style="list-style-type: none"> <li>Diberikan dengan memperhatikan prinsip kewajaran, transparansi, dan akuntabilitas sesuai dengan ketentuan yang berlaku, serta memperhatikan kemampuan keuangan BUMN yang bersangkutan; / Provided by taking into account the principles of fairness, transparency, and accountability in accordance with applicable provisions, and taking into account the financial capabilities of the BUMN concerned;</li> <li>Sebesar pemakaian (at cost) / At cost</li> </ul>                                                                                                                                 | <ul style="list-style-type: none"> <li>Diberikan dengan memperhatikan prinsip kewajaran, transparansi, dan akuntabilitas sesuai dengan ketentuan yang berlaku, serta memperhatikan kemampuan keuangan BUMN yang bersangkutan; / Provided by taking into account the principles of fairness, transparency, and accountability in accordance with applicable provisions, and taking into account the financial capabilities of the BUMN concerned;</li> <li>Sebesar pemakaian (at cost) / At cost</li> </ul>                                                                                                                                  | Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023                                                                                                                                                                                                                                                                                                                                                                                |
| Tantiem/Insentif Kinerja /<br>Tantiem/ Performance Incentive | Pemberian Tantiem/IK diberikan secara proporsional berdasarkan capaian kinerja pada tahun yang bersangkutan serta mempertimbangkan capaian kontribusi dividen kepada Negara atau indikator lainnya yang ditetapkan oleh RUPS/ Menteri dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun yang bersangkutan / Provision of of Tantiem/ IK is given proportionally based on the achievement of performance in the year concerned and taking into account the achievement of dividend contributions to the State or other indicators determined by the GMS/Minister in the Company's Work Plan and Budget (RKAP) for the year concerned | Pemberian Tantiem/IK diberikan secara proporsional berdasarkan capaian kinerja pada tahun yang bersangkutan serta mempertimbangkan capaian kontribusi dividen kepada Negara atau indikator lainnya yang ditetapkan oleh RUPS/ Menteri dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun yang bersangkutan / Provision of of Tantiem/ IK is given proportionally based on the achievement of performance in the year concerned and taking into account the achievement of dividend contributions to the State or other indicators determined by the GMS/Minister in the Company's Work Plan and Budget (RKAP) for the year concerned. | Sesuai PER-3/MBU/03/2023 / In accordance with PER-3/MBU/03/2023                                                                                                                                                                                                                                                                                                                                                                                |

### Besaran Remunerasi Dewan Komisaris dan Direksi

Informasi besaran remunerasi masing-masing anggota Dewan Komisaris dan anggota Direksi untuk tahun 2023 adalah sebagai berikut:

#### Tabel Besaran Remunerasi Dewan Komisaris dan Direksi Tahun 2024

(Dalam Jutaan Rupiah)

| Jenis Remunerasi dan Fasilitas / Types of Remuneration and Facilities | Jumlah Diterima / Total Received                                                                                              |                |                                                                                                          |                |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------|----------------|
|                                                                       | Dewan Komisaris / Board of Commissioners                                                                                      |                | Direksi / Board of Directors                                                                             |                |
|                                                                       | Jumlah Orang / Total People                                                                                                   | Nilai / Amount | Jumlah Orang / Total People                                                                              | Nilai / Amount |
| Honorarium/Gaji / Honorarium/Salary                                   | Dewan Komisaris (termasuk yang sudah berhenti pada tahun 2024) / Board of Commissioners (including those who retired in 2024) | Rp13.323       | Direksi (termasuk yang sudah berhenti pada tahun 2024) / Directors (including those who retired in 2024) | Rp29.601       |
| Tantien                                                               | Dewan Komisaris (termasuk yang sudah berhenti pada tahun 2024) / Board of Commissioners (including those who retired in 2024) | Rp20.459       | Direksi (termasuk yang sudah berhenti pada tahun 2023) / Directors (including those who retired in 2023) | Rp39.541       |

### Amount of Remuneration for the Board of Commissioners and Board of Directors

Information on the amount of remuneration for each member of the Board of Commissioners and member of the Board of Directors for 2023 is as follows:

#### Table of Remuneration Amounts for the Board of Commissioners and Directors in 2024

(In Million Rupiah)

### Rincian Besaran Remunerasi Dewan Komisaris dan Direksi

Pada laporan ini, KAI tidak mengungkapkan rincian mengenai rasio kompensasi total tahunan bagi individu dengan bayaran tertinggi di organisasi terhadap median (nilai tengah) total kompensasi tahunan untuk semua pekerja (tidak termasuk individu dengan bayaran tertinggi). **[GRI 2-21]**

### Details of the Amount of Remuneration for the Board of Commissioners and Directors

In this report, KAI does not disclose the detail of the ratio of the annual total compensation for the highest-paid individual in the organization to the median (middle) annual total compensation for all employees (excluding the highest-paid individual). **[GRI 2-21]**

## Komite Di Bawah Dewan Komisaris

*Committees Under The Board of Commissioners*

Dalam melaksanakan fungsinya sebagai organ pengawas dan pemberi nasihat Perseroan, Dewan Komisaris didukung oleh sejumlah komite yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Manajemen Risiko. Masing-masing komite telah dibentuk dan difungsikan sesuai peraturan perundang-undangan dan standar penerapan GCG yang berlaku, mencakup ketentuan di dalam Peraturan Menteri Negara BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

In carrying out its function as the Company's supervisory and advisory organ, the Board of Commissioners is supported by a number of committees, namely the Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee. Each committee has been established and functions in accordance with the prevailing laws and regulations and GCG implementation standards, including the provisions in the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 on Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.

## Komite Audit

### *Audit Committee*

Komite Audit merupakan organ pendukung Dewan Komisaris yang membantu Dewan Komisaris dalam menilai kecukupan sistem pengendalian internal, kecukupan pelaporan, dan pengungkapan laporan keuangan, serta tugas-tugas lain yang tercantum dalam Piagam Komite Audit. Pembentukan Komite Audit merupakan bagian yang tidak terpisahkan dari upaya Perseroan untuk memastikan efektivitas sistem pengendalian intern serta pelaksanaan prinsip tata kelola perusahaan yang baik.

### PIAGAM KOMITE AUDIT

Komite Audit memiliki Piagam Komite yang mengatur organisasi, keanggotaan, pedoman perilaku, fungsi, tugas, kewenangan dan tanggung jawab, serta mekanisme kerja komite. Piagam Komite Audit pertama kali diterbitkan berdasarkan Keputusan Dewan Komisaris No. 01/KA/DEKOM/KAI/I/2013 tanggal 1 Januari 2013 tentang Pedoman Kerja Komite Audit (*Audit Committee Charter*). Pada tahun 2017, Piagam Komite Audit telah diperbaharui dengan Piagam Komite Audit (*Audit Committee Charter*) No. 01/KA/X/2017 tanggal 11 Oktober 2017.

### TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

1. Menjadi fasilitator bagi Dewan Komisaris, untuk memastikan bahwa struktur pengendalian internal Perseroan telah dilaksanakan dengan baik, pelaksanaan audit internal maupun eksternal telah dilaksanakan sesuai dengan standar *auditing* yang berlaku dan tindak lanjut temuan hasil audit dilaksanakan oleh manajemen.
2. Komite Audit mengkaji ruang lingkup dan ketetapan Audit Eksternal, kewajaran biaya Audit Eksternal serta kemandirian dan objektivitas Auditor Eksternal.
3. Memastikan efektivitas sistem pengendalian internal/manajemen dan efektivitas pelaksanaan tugas auditor eksternal dan auditor internal.
4. Menilai pelaksanaan kegiatan<sup>4</sup> serta hasil audit yang dilakukan Internal Audit maupun auditor eksternal.
5. Memberi rekomendasi kepada Dewan Komisaris mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya, penunjukan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan dan *fee*.

The Audit Committee is a supporting organ of the Board of Commissioners that assists the Board of Commissioners in assessing the adequacy of the internal control system, adequacy of reporting, and disclosure of financial statements, as well as other duties listed in the Audit Committee Charter. The establishment of the Audit Committee is an integral part of the Company's efforts to ensure the effectiveness of the internal control system and the implementation of good corporate governance principles.

### AUDIT COMMITTEE CHARTER

The Audit Committee has a Committee Charter that regulates the organization, membership, code of conduct, functions, duties, authorities and responsibilities, as well as the working mechanism of the committee. The Audit Committee Charter was first issued based on the Decision of the Board of Commissioners No. 01/KA/DEKOM/KAI/I/2013 dated January 1, 2013 concerning the Audit Committee Charter. In 2017, the Audit Committee Charter was updated with Audit Committee Charter No. 01/KA/X/2017 dated October 11, 2017.

### DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties and responsibilities of the Audit Committee include:

1. Become a facilitator for the Board of Commissioners, to ensure that the Company's internal control structure has been implemented properly, the implementation of internal and external audits has been carried out in accordance with applicable auditing standards and follow-up on audit findings carried out by management.
2. The Audit Committee reviews the scope and provisions of the External Audit, the reasonableness of the External Audit fees and the independence and objectivity of the External Auditor.
3. Ensure the effectiveness of the internal/management control system and the effectiveness of the implementation of the duties of external auditors and internal auditors.
4. Assessing the implementation of activities and results of audits conducted by Internal Audit and external auditors.
5. Provide recommendations to the Board of Commissioners regarding the improvement of the management control system and its implementation, the appointment of Accountants based on independence, scope of assignment and fees.

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| <p>6. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan akuntan atas jasa yang diberikan.</p> <p>7. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.</p> <p>8. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perseroan.</p> <p>9. Menyusun program kerja tahunan Komite Audit untuk mendapatkan persetujuan Dewan Komisaris dan membuat laporan periodik untuk disampaikan dan dievaluasi oleh Dewan Komisaris.</p> <p>10. Memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, dan mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain meliputi:</p> <ul style="list-style-type: none"> <li>a. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan, seperti laporan keuangan, RJPP, RKAP, laporan Manajemen, dan informasi keuangan lainnya.</li> <li>b. Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan di bidang Pasar Modal dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan Perseroan.</li> <li>c. Melakukan penelaahan atas pemeriksaan oleh auditor eksternal dan mengkaji kecukupan fungsi audit internal termasuk jumlah auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan.</li> <li>d. Melakukan penelaahan dan melaporkan kepada Dewan Komisaris atas pengaduan yang berkaitan dengan Perseroan.</li> <li>e. Mengkaji kecukupan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan jumlah auditornya.</li> <li>f. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal.</li> <li>g. Adanya potensi benturan kepentingan di Perseroan.</li> <li>h. Melaporkan kepada Dewan Komisaris berbagai risiko yang dihadapi Perseroan dan melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, jika tidak memiliki fungsi pemantau risiko di bawah Dewan Komisaris.</li> </ul> | <p>6. Provide an independent opinion in the event of a difference of opinion between the Management and the accountant on the services provided.</p> <p>7. Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.</p> <p>8. Ensure that there is a satisfactory evaluation procedure for all information issued by the Company.</p> <p>9. Prepare the annual work program of the Audit Committee for approval by the Board of Commissioners and make periodic reports to be submitted and evaluated by the Board of Commissioners.</p> <p>10. Provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, and identify matters that require the attention of the Board of Commissioners, and carry out other tasks related to the duties of the Board of Commissioners, including:</p> <ul style="list-style-type: none"> <li>a. Reviewing financial information that will be issued by the Company, such as financial statements, RJPP, RKAP, Management reports, and other financial information.</li> <li>b. Reviewing the Company's compliance with laws and regulations in the Capital Market sector and other laws and regulations related to the Company's activities.</li> <li>c. Reviewing the examination by the external auditor and reviewing the adequacy of the internal audit function including the number of auditors, annual work plan and assignments that have been carried out.</li> <li>d. Reviewing and reporting to the Board of Commissioners on complaints relating to the Company.</li> <li>e. Reviewing the adequacy of external audit implementation, including audit planning and the number of auditors.</li> <li>f. Reviewing the implementation of the audit by internal auditors and overseeing the implementation of follow-up by the Board of Directors on the findings of internal auditors.</li> <li>g. The existence of potential conflicts of interest in the Company.</li> <li>h. Reporting to the Board of Commissioners on various risks faced by the Company and reviewing the risk management implementation activities carried out by the Board of Directors, if there is no risk monitoring function under the Board of Commissioners.</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

11. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.
12. Menjaga kerahasiaan dokumen, data dan informasi Perseroan baik dari pihak internal maupun eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugasnya.
13. Dewan Komisaris dapat memberikan penugasan lain kepada Komite Audit yang ditetapkan dalam piagam Komite Audit.

11. Reviewing complaints relating to the Company's accounting and financial reporting processes.
12. Maintain the confidentiality of the Company's documents, data, and information both from internal and external parties and only used to carry out its duties.
13. The Board of Commissioners may provide other assignments to the Audit Committee as stipulated in the Audit Committee charter.

#### KOMPOSISI KEANGGOTAAN DAN KEAHLIAN KOMITE AUDIT

Di tahun 2024, komposisi keanggotaan dan keahlian Komite Audit adalah sebagai berikut:

Tabel Komposisi Keanggotaan dan Keahlian Komite Audit

| Nama / Name             | Jabatan / Position                                   | Keahlian / Expertise                        |
|-------------------------|------------------------------------------------------|---------------------------------------------|
| Riza Primadi*           | Ketua Komite Audit / Head of the Audit Committee     | Komunikasi / Communication                  |
| Rochadi**               | Ketua Komite Audit / Head of the Audit Committee     | Militer / Military                          |
| Endang Tirtana***       | Anggota Komite Audit / Member of the Audit Committee | Administrasi Publik / Public Administration |
| Johan Sirait            | Anggota Komite Audit / Member of the Audit Committee | Hukum / Legal                               |
| Amalia Setianti Lestari | Anggota Komite Audit / Member of the Audit Committee | Akuntansi / Accounting                      |
| Ernesto                 | Anggota Komite Audit / Member of the Audit Committee | Akuntansi / Accounting                      |

\*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*\*) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

#### COMPOSITION OF MEMBERSHIP AND EXPERTISE OF THE AUDIT COMMITTEE

In 2024, the composition of the Audit Committee membership and expertise is as follows:

Table of Membership Composition and Expertise of the Audit Committee

#### PROFIL KOMITE AUDIT

Informasi profil masing-masing anggota Komite Audit di tahun 2024 adalah sebagai berikut:

#### AUDIT COMMITTEE PROFILE

Profile of each Audit Committee Member in 2024 are as follows:

|                                                                          |
|--------------------------------------------------------------------------|
| <b>RIZA PRIMADI*</b><br>Ketua Komite Audit / Head of the Audit Committee |
|--------------------------------------------------------------------------|

Profil Riza Primadi sebagai ketua Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Riza Primadi's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section.

\*) Sudah tidak menjabat sebagai Dewan Komisaris berdasarkan Keputusan Menteri BUMN No. SK-61/MBU/03/2024 tanggal 5 Maret 2024. / No longer served as a member of the Board of Commissioners based on the Decree of the Minister of SOE No. SK-61/MBU/03/2024 dated March 5, 2024.

|                                                                      |
|----------------------------------------------------------------------|
| <b>ROCHADI**</b><br>Ketua Komite Audit / Head of the Audit Committee |
|----------------------------------------------------------------------|

Profil Rochadi sebagai ketua Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Rochadi's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

\*\*) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.



**Endang Tirtana\*\*\***

Anggota Komite Audit / Member of the Audit Committee

Profil Endang Tirtana sebagai anggota Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Endang Tirtana's Profile as the member of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

\*\*\*Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

**JOHAN SIRAIT**

Anggota Komite Audit / Member of the Audit Committee

Profil Johan Sirait sebagai anggota Komite Audit telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Johan Sirait's Profile as the member of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

**AMALIA SETIANTI LESTARI**

Anggota Komite Audit / Member of the Audit Committee

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                       | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Domisili / Domicile</b>                                 | Tangerang Selatan / South Tangerang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>  | Bandung, 4 Oktober 1963 / Bandung, October 4, 1963                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Usia / Age</b>                                          | 62 tahun / 62 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Periode Menjabat / Term of Office</b>                   | <ul style="list-style-type: none"> <li>2021-2023 (Periode Pertama) / 2021-2023 (First Period)</li> <li>2024-2026 (Periode Kedua) / 2024-2026 (Second Period)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b> | Keputusan Dewan Komisaris PT KAI No. 02/CH/DEKOM/I/2024 / Decree of the Board of Commissioners of PT KAI No. 02/CH/DEKOM/I/2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Riwayat Pendidikan / Educational Background</b>         | S1 (Sarjana Ekonomi) Universitas Indonesia (1988) / Bachelor's Degree in Economics from Universitas Indonesia (1988)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Sertifikasi / Certification</b>                         | <ul style="list-style-type: none"> <li>CIISA (International of Certified Information System Auditor) from AAFM (2021)</li> <li>Certified in Audit Committee Practices from IKAI (2017)</li> <li>Sertifikasi Manajemen Risiko Tingkat IV from BSMR/GARP (2016) / Risk Management Certification Grade IV from BSMR/GARP - 2010 (last refreshed in 2016)</li> </ul>                                                                                                                                                                                                                                                               |
| <b>Pengalaman Kerja / Employment History</b>               | <ul style="list-style-type: none"> <li>Independent member of the Risk Monitoring Committee and Audit Committee, PT Bank JTrust Indonesia Tbk (2016-2020/2019)</li> <li>Independent member of the Audit Committee and Risk Monitoring Committee, PT Rabobank International Indonesia, (2016-2018)</li> <li>TS (Treasury Services) Compliance and MLRO (Money Laundering Reporting Officer), JP Morgan Chase, NA - Jakarta Branch (2013-2015)</li> <li>Head of Compliance, PT Bank Rabobank International Indonesia (2010-2012)</li> <li>Internal Audit Manager, PT Bank Rabobank International Indonesia (1998-2009)</li> </ul> |
| <b>Rangkap Jabatan / Concurrent Position</b>               | Kepala Satuan Pengawas Internal Universitas Indonesia (2020-sekarang) / Head of Internal Monitoring Unit, University of Indonesia (2020 - present)                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

**ERNESTO**

Anggota Komite Audit / Member of the Audit Committee

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                       | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Domisili / Domicile</b>                                 | Bandung                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>  | Bukittinggi, 7 Juni 1959 / Bukittinggi, June 7, 1959                                                                                                                                                                                                                                                                                                                                                       |
| <b>Usia / Age</b>                                          | 65 tahun / 65 years old                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Periode Menjabat / Term of Office</b>                   | <ul style="list-style-type: none"> <li>2021-2023 (Periode Pertama) / 2021-2023 (First Period)</li> <li>2024-2026 (Periode Kedua) / 2024-2026 (Second Period)</li> </ul>                                                                                                                                                                                                                                    |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b> | Keputusan Dewan Komisaris PT KAI No. 02/CH/DEKOM/I/2024 tanggal 17 Januari 2024 / Decree of the Board of Commissioners of PT KAI No. 02/CH/DEKOM/I/2024 dated January 17, 2024.                                                                                                                                                                                                                            |
| <b>Riwayat Pendidikan / Educational Background</b>         | <ul style="list-style-type: none"> <li>Magister Manajemen Akuntansi dari Universitas Padjajaran Bandung (2001) / Master's Degree in Accounting from Universitas Padjajaran Bandung (2001)</li> <li>Sarjana Ekonomi Jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi Bandung (1987) / Bachelor's Degree in Economics, Accounting Study Program from Sekolah Tinggi Ilmu Ekonomi Bandung (1987)</li> </ul> |

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sertifikasi / Certification</b>           | <ul style="list-style-type: none"><li>Self Mastery Development Program Training Wisma Bahtera Cipayung (2015) / Wisma Bahtera Cipayung Self-Mastery Development Program Training in 2015</li><li>In House Training Bimbingan Teknik Auditing BPKP Jawa Barat (2013) / In House Training of Auditing Technical Guidelines by BPKP of West Java in 2013</li><li>Pelatihan Audit Kinerja PPA UNPAD (2002) / PPA UNPAD Performance Audit Training in 2002</li><li>Diklat Pengawasan Keuangan Negara Pusdiklat BPKP (1994) / BPKP Pusdiklat State Financial Supervision Training in 1994</li><li>Penataran Pemeriksaan Operasional PPA STAN (1994) / Upgrading of Operational Examination of PPA STAN in 1994</li><li>Diklat Komputer/EDP Audit Pusdiklat BPKP (1993) / Computer Training/EDP Audit Pusdiklat BPKP in 1993</li></ul> |
| <b>Pengalaman Kerja / Employment History</b> | <ul style="list-style-type: none"><li>Kepala Satuan Pengawasan Intern PT PELNI (2014-2017) / Head of PT. PELNI Internal Control Unit (2014-2017)</li><li>Executive Vice President Internal Audit (2012-2014)</li><li>Vice President Revenue Verification (2009-2012)</li><li>Vice President Pajak, PSO, IMO dan TAC (2009-2009) / Vice President of Taxes, PSO, IMO and TAC (2009-2009)</li><li>Kepala Sub Direktorat Sediaan pada Direktorat Keuangan (2007-2009) / Head of Sub Directorate of Inventory at Directorate of Finance (2007-2009)</li><li>Kepala Bagian Administrasi dan SDM Divisi Sarana (2002-2007) / Head of Administration and Human Resources Division of Rolling Stock (2002-2007)</li></ul>                                                                                                               |
| <b>Rangkap Jabatan / Concurrent Position</b> | Tidak memiliki / None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

### INDEPENDENSI KOMITE AUDIT

Informasi kriteria independensi Komite Audit di tahun 2024 adalah sebagai berikut:

### AUDIT COMMITTEE INDEPENDENCE

Information on the independence criteria of the Audit Committee in 2024 is as follows:

Tabel Independensi Komite Audit

Table of the Audit Committee Independence

| Aspek Independensi / Independence Aspect                                                                                                                                                                                        | Riza Primadi* | Rochadi** | Endang Tirtana*** | Johan Sirait | Amalia Setianti Lestari | Ernesto |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|-------------------|--------------|-------------------------|---------|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial affiliations with the Board of Commissioners and the Board of Directors                                                                  | ✓             | ✓         | ✓                 | ✓            | ✓                       | ✓       |
| Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun Perusahaan afiliasi / Has no managerial relations in the Company, Subsidiaries, or Affiliates                                                       | ✓             | ✓         | ✓                 | ✓            | ✓                       | ✓       |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan / Has no affiliations with the Shareholders of the Company                                                                                                              | ✓             | ✓         | ✓                 | ✓            | ✓                       | ✓       |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit / Has no familial affiliations with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee member | ✓             | ✓         | ✓                 | ✓            | ✓                       | ✓       |
| Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah / Is not concurrent as an administrators of political parties, officials, and government                                                                 | ✓             | ✓         | ✓                 | ✓            | ✓                       | ✓       |

\*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*\*) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

### PENINGKATAN KOMPETENSI KOMITE AUDIT

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Audit Perseroan di tahun 2024 adalah sebagai berikut:

### AUDIT COMMITTEE COMPETENCY DEVELOPMENT

Information on training and/or competency improvement attended by members of the Company's Audit Committee in 2024 is as follows:

**Tabel Kompetensi Komite Audit tahun 2024**
**Audit Committee Competency Table 2024**

| Nama /<br>Name          | Jabatan /<br>Position                                      | Jenis Pelatihan dan Materi Pelatihan /<br>Types of Training and Training Materials                                                                       | Waktu dan Tempat<br>Pelaksanaan /<br>Time and Place of<br>Implementation | Penyelenggara /<br>Organizer                                                       |
|-------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Riza Primadi*           | Ketua Komite Audit<br>/ Head of the Audit<br>Committee     | -                                                                                                                                                        | -                                                                        | -                                                                                  |
| Rochadi**               | Ketua Komite Audit<br>/ Head of the Audit<br>Committee     | Navigating & Supervising Business in The<br>Perspective Of Scenario Analysis and Grc-<br>Based Strategic Management                                      | 2 September 2024 di<br>Bandung / September<br>2, 2024, in Bandung        | Sinergi<br>Development<br>Group                                                    |
|                         |                                                            | Peran Strategis Komite Audit Dalam<br>Mewujudkan Ranah Siber Yang Aman / The<br>Strategic Role of the Audit Committee in<br>Realizing a Safe Cyber Realm | 1 Agustus 2024 di<br>Jakarta / August 1,<br>2024, in Jakarta             | Ikatan Komite<br>Audit Indonesia<br>/ Indonesian<br>Audit Committee<br>Association |
| Endang Tirtana***       | Anggota Komite Audit<br>/ Member of the Audit<br>Committee | Navigating & Supervising Business in The<br>Perspective Of Scenario Analysis and Grc-<br>Based Strategic Management                                      | -                                                                        | Sinergi<br>Development<br>Group                                                    |
| Johan Sirait            | Anggota Komite Audit<br>/ Member of the Audit<br>Committee | -                                                                                                                                                        | 2 September 2024 di<br>Bandung / September<br>2, 2024, in Bandung        | -                                                                                  |
| Amalia Setianti Lestari | Anggota Komite Audit<br>/ Member of the Audit<br>Committee | Navigating & Supervising Business in The<br>Perspective Of Scenario Analysis and Grc-<br>Based Strategic Management                                      | 2 September 2024 di<br>Bandung / September<br>2, 2024, in Bandung        | Sinergi<br>Development<br>Group                                                    |
|                         |                                                            | Peran Strategis Komite Audit Dalam<br>Mewujudkan Ranah Siber Yang Aman / The<br>Strategic Role of the Audit Committee in<br>Realizing a Safe Cyber Realm | 1 Agustus 2024 di<br>Jakarta / August 1,<br>2024, in Jakarta             | Ikatan Komite<br>Audit Indonesia<br>/ Indonesian<br>Audit Committee<br>Association |
| Ernesto                 | Anggota Komite Audit<br>/ Member of the Audit<br>Committee | Navigating & Supervising Business in The<br>Perspective Of Scenario Analysis and Grc-<br>Based Strategic Management                                      | 2 September 2024 di<br>Bandung / September<br>2, 2024, in Bandung        | Sinergi<br>Development<br>Group                                                    |
|                         |                                                            | Peran Strategis Komite Audit Dalam<br>Mewujudkan Ranah Siber Yang Aman / The<br>Strategic Role of the Audit Committee in<br>Realizing a Safe Cyber Realm | 1 Agustus 2024 di<br>Jakarta / August 1,<br>2024, in Jakarta             | Ikatan Komite<br>Audit Indonesia<br>/ Indonesian<br>Audit Committee<br>Association |

\*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*\*) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

## RAPAT KOMITE AUDIT

### Kebijakan Rapat Komite Audit

Sesuai Piagam Komite Audit, Perseroan menerapkan kebijakan rapat bagi Komite Audit dengan perincian sebagai berikut:

- Frekuensi Rapat
  - Rapat reguler Komite Audit minimal diadakan sekali setiap 1 (satu) bulan, yang diadakan paling lambat 1 (satu) minggu sebelum pelaksanaan rapat reguler Dewan Komisaris.
  - Rapat reguler Komite Audit paling tidak harus dihadiri oleh 2/3 (dua per tiga) dari jumlah anggota Komite Audit.
  - Pengambilan keputusan harus disetujui oleh lebih dari ½ (setengah) jumlah anggota Komite Audit.

## AUDIT COMMITTEE MEETING

### Audit Committee Meeting Policy

In accordance with the Audit Committee Charter, the Company implements the following meeting policy:

- Meeting Frequency
  - The Audit Committee Regular Meetings are held at least once in 1 (one) month, no later than 1 (one) week prior to the implementation of Board of Commissioners regular meeting.
  - The Audit Committee Regular Meetings shall be attended by at least 2/3 (two-third) of the Audit Committee members.
  - The decision made shall be approved by more than ½ (half) of the Audit Committee members.

- d. Komite Audit dapat setiap saat mengadakan rapat untuk membahas hal-hal yang dianggap perlu dan atau mendesak di luar agenda rapat reguler tersebut.
- e. Komite Audit dalam pengambilan keputusan harus mendasarkan pada prinsip musyawarah untuk mufakat.
2. Agenda Rapat Agenda setiap rapat harus ditetapkan dengan jelas dan didistribusikan kepada anggota Komite Audit sebelum pelaksanaan rapat.
3. Peserta Rapat Sesuai dengan wewenangnya, Komite Audit dapat mengundang Satuan Pengawasan Intern, akuntan publik/ Auditor Eksternal, anggota Direksi, pejabat dan pekerja Perusahaan maupun pihak-pihak lainnya yang dianggap perlu dan terkait dengan agenda rapat yang hendak dibicarakan.
4. Notulen Rapat Setiap rapat harus dibuatkan notulennya secara tertulis dan ditandatangani oleh seluruh anggota Komite Audit yang hadir

#### Pelaksanaan Rapat Komite Audit

Di tahun 2024, Komite Audit telah menyelenggarakan rapat sejumlah 8 (delapan) kali rapat atau telah memenuhi jumlah rapat sesuai ketentuan di dalam Piagam Komite Audit.

#### Frekuensi dan Kehadiran Rapat Komite Audit

Informasi frekuensi Komite Audit di tahun 2024 adalah sebagai berikut:

| Nama /<br>Name          | Jabatan /<br>Position                                | Jumlah Rapat /<br>Total Meetings | Kehadiran /<br>Attendance | Persentase /<br>Percentage (%) |
|-------------------------|------------------------------------------------------|----------------------------------|---------------------------|--------------------------------|
| Riza Primadi*           | Ketua Komite Audit / Head of the Audit Committee     | 3                                | 3                         | 100                            |
| Rochadi**               | Ketua Komite Audit / Head of the Audit Committee     | 8                                | 8                         | 100                            |
| Endang Tirtana***       | Anggota Komite Audit / Member of the Audit Committee | 5                                | 4                         | 80                             |
| Johan Sirait            | Anggota Komite Audit / Member of the Audit Committee | 8                                | 5                         | 63                             |
| Amalia Setianti Lestari | Anggota Komite Audit / Member of the Audit Committee | 8                                | 8                         | 100                            |
| Ernesto                 | Anggota Komite Audit / Member of the Audit Committee | 8                                | 8                         | 100                            |

\*) Sudah tidak menjabat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / No longer served as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*) Mulai diangkat sebagai Ketua Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as the Head of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

\*\*\*) Mulai diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. 06/CH/DEKOM/III/2024 tanggal 20 Maret 2024. / Appointed as a Member of the Audit Committee based on the Decree of the Board of Commissioners No. 06/CH/DEKOM/III/2024 dated March 20, 2024.

#### Tanggal, Agenda, dan Peserta Rapat Komite Audit

Informasi tanggal, agenda, dan peserta rapat Komite Audit di tahun 2024 adalah sebagai berikut:

- d. The Audit Committee can hold meetings anytime to discuss pressing matters outside the regular meetings agenda.
- e. Decision made by the Audit Committee shall be in the basis on consensus deliberation principles.
2. Meeting Agenda Agenda of each meeting shall be clearly determined and distributed to the Audit Committee members prior to the meeting implementation.
3. Participants The Audit Committee is authorized to invite the Internal Audit Unit, public accountants/ External Auditors, members of the Board of Directors, officers and employees of the Company as well as other parties deemed necessary and related to the agenda of the meeting to be discussed.
4. Minutes of Meeting Minutes of each meeting must be made in writing and signed by all members of the Audit Committee present.

#### Implementation of Audit Committee Meetings

In 2024, the Audit Committee held a total of 8 (eight) meetings, meeting the number of meetings as stipulated in the Audit Committee Charter.

#### Frequency and Attendance of Audit Committee Meetings

Information on the frequency of the Audit Committee in 2024 is as follows:

| Nama /<br>Name          | Jabatan /<br>Position                                | Jumlah Rapat /<br>Total Meetings | Kehadiran /<br>Attendance | Persentase /<br>Percentage (%) |
|-------------------------|------------------------------------------------------|----------------------------------|---------------------------|--------------------------------|
| Riza Primadi*           | Ketua Komite Audit / Head of the Audit Committee     | 3                                | 3                         | 100                            |
| Rochadi**               | Ketua Komite Audit / Head of the Audit Committee     | 8                                | 8                         | 100                            |
| Endang Tirtana***       | Anggota Komite Audit / Member of the Audit Committee | 5                                | 4                         | 80                             |
| Johan Sirait            | Anggota Komite Audit / Member of the Audit Committee | 8                                | 5                         | 63                             |
| Amalia Setianti Lestari | Anggota Komite Audit / Member of the Audit Committee | 8                                | 8                         | 100                            |
| Ernesto                 | Anggota Komite Audit / Member of the Audit Committee | 8                                | 8                         | 100                            |

#### Audit Committee Meeting Date, Agenda, and Participants

Information on the date, agenda, and participants of the Audit Committee meeting in 2024 is as follows:

**Tabel Frekuensi dan Tingkat Kehadiran Rapat Komite Audit**

**Table Audit Committee Meeting Frequency and Attendance Rate**

| Tanggal                                               | Agenda Rapat                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Peserta Rapat           | Kehadiran            | Alasan Ketidakhadiran                                                                                |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------|------------------------------------------------------------------------------------------------------|
| Jumat, 26 Januari 2024 / Friday, January 26, 2024     | Pembahasan Laporan Tahap 2 General Audit KAP RSM Tahun Buku 2023 / Discussion of Phase 2 General Audit Report of RSM Public Accounting Firm for the 2023 Fiscal Year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Riza Primadi            | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Tidak Hadir / Absent | Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |
| Selasa, 13 Februari 2024 / Tuesday, February 13, 2024 | Persiapan yang telah dan akan dilakukan agar ICOFR diagnostic review ini dapat dijalankan sesuai dengan tenggat waktu yang ditetapkan oleh K- BUMN melalui Surat K-BUMN no S-4/DKU.MBU/02/2024 perihal Penyampaian Ruang Lingkup Pelaksanaan Reviu Internal Control Over Financial Reporting (ICOFR) atau Diagnostik ICOFR bagi BUMN Sistemik A dan BUMN Sistemik B tertanggal 6 Februari 2024 / Preparations that have been and will be made so that this ICOFR diagnostic review can be carried out in accordance with the deadline set by K-BUMN through K-BUMN Letter no. S-4/DKU.MBU/02/2024 concerning Submission of the Scope of Implementation of the Internal Control Over Financial Reporting (ICOFR) Review or ICOFR Diagnostic for Systemic A BUMN and Systemic B BUMN dated February 6, 2024 | Riza Primadi            | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |
| Jumat, 1 Maret 2024 / Friday, March 1, 2024           | Rapat Kick Off Meeting Internal Control Over Financial Reporting (ICOFR) PT KAI (Persero) / Kick Off Meeting of Internal Control Over Financial Reporting (ICOFR) PT KAI (Persero)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Riza Primadi            | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |
| Rabu, 22 Mei 2024 / Wednesday, May 22, 2024           | a. pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan I 2024 / presentation related to the achievement of the realization of the UI Annual Work Program in Q1-2024<br>b. temuan-temuan yang signifikan; / significant findings;<br>c. progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations;<br>d. dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / and others that are deemed necessary to be discussed with the Audit Committee                                                                     | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Tidak Hadir / Absent | Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Endang Tirtana          | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |



| Tanggal                                             | Agenda Rapat                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Peserta Rapat           | Kehadiran            | Alasan Ketidakhadiran                                                                                |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------|------------------------------------------------------------------------------------------------------|
| Selasa, 30 Juli 2024 / Tuesday, July 30, 2024       | a. pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan II tahun 2024 / presentation related to the achievement of the realization of the UI Annual Work Program in Q2-2024<br>b. temuan-temuan yang signifikan / significant findings;<br>c. progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham / progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations<br>d. dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / and others that are deemed necessary to be discussed with the Audit Committee | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Tidak Hadir / Absent | Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Endang Tirtana          | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |
| Kamis, 15 Agustus 2024 / Thursday, August 15, 2024  | Pembahasan Tahap 3 dan 4 ICOFR / ICOFR Phase 3 and 4 Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Endang Tirtana          | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |
| Rabu, 23 Oktober 2024 / Wednesday, October 23, 2024 | a. pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan III tahun 2024 / presentation related to the achievement of the realization of the UI Annual Work Program in Q3-2024<br>b. temuan-temuan yang signifikan / significant findings<br>c. progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham / progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations<br>d. dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / and others that are deemed necessary to be discussed with the Audit Committee | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Endang Tirtana          | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |
| Jumat, 13 Desember 2024 / Friday, December 13, 2024 | Pembahasan Program Kerja Tahunan (PKT) 2025 / Discussion of the 2025 Annual Work Program (PKT)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rochadi                 | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Johan Sirait            | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Endang Tirtana          | Tidak Hadir / Absent | Terdapat Agenda Yang Tidak Dapat Ditinggalkan / There were Other Agendas that Needed to be Addressed |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Amalia Setianti Lestari | Hadir / Present      | -                                                                                                    |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ernesto                 | Hadir / Present      | -                                                                                                    |

#### LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT TAHUN 2024

Di tahun 2024, Komite Audit telah melaksanakan tugas dan tanggung jawab sesuai ketentuan di dalam Piagam Komite Audit serta rencana kerja yang ditetapkan, meliputi:

1. Tanggapan Dewan Komisaris Atas Usulan RKAP 2024.

#### BRIEF REPORT ON THE AUDIT COMMITTEE ACTIVITIES IMPLEMENTATION

In 2024, the Audit Committee fulfilled its duties and responsibilities as outlined in the Audit Committee Charter and the established work plan. The activities included:

1. Responding to the Board of Commissioners regarding the proposal for the 2024 RKAP.

2. Evaluasi Program Kerja Tahunan SPI.
3. Kinerja Triwulan SPI.
4. Pengelolaan dan pengusahaan aset non-produktif.
5. Persiapan pengadaan KAP.
6. Evaluasi Kinerja Perusahaan.
7. Progress Transformasi Digital.
8. Progress pengembangan dan sertifikasi SDM di Unit Internal Audit.

2. Evaluating the SPI Annual Work Program.
3. Assessing the SPI Quarterly Performance.
4. Managing and utilizing non-productive assets.
5. Preparing for the procurement of KAP.
6. Evaluating Company Performance.
7. Tracking the progress of Digital Transformation.
8. Monitoring the progress of HR development and certification in the Internal Audit Unit.

## Komite Nominasi dan Remunerasi

### *Nomination And Remuneration Committee*

Komite Nominasi dan Remunerasi merupakan organ pendukung Dewan Komisaris yang membantu Dewan Komisaris dalam melaksanakan fungsi nominasi dan remunerasi bagi Perseroan, penugasan khusus dari Dewan Komisaris, serta tugas-tugas lain yang tercantum dalam Piagam Komite. Pembentukan Komite Nominasi dan Remunerasi merupakan bagian yang tidak terpisahkan dari upaya Perseroan untuk memastikan efektivitas fungsi nominasi dan remunerasi, serta pelaksanaan prinsip tata kelola perusahaan yang baik.

#### PIAGAM KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi memiliki Piagam Komite yang mengatur organisasi, keanggotaan, pedoman perilaku, fungsi, tugas, kewenangan dan tanggung jawab, serta mekanisme kerja komite. Piagam Komite Nominasi dan Remunerasi ditetapkan berdasarkan Keputusan Dewan Komisaris No. 05/CH/DEKOM/III/2021 tanggal 10 Maret 2021 tentang Piagam Komite Nominasi dan Remunerasi PT KAI (Persero).

#### TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab sebagai berikut:

- **Fungsi Nominasi**
  - a. Menyusun komposisi dan proses Nominasi anggota Direksi dan/atau anggota Dewan Komisaris.
  - b. Menyusun kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi calon anggota Direksi dan/atau anggota Dewan Komisaris.
  - c. Membantu pelaksanaan evaluasi atas kinerja anggota Direksi dan/atau anggota Dewan Komisaris.
  - d. Menyusun program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.

The Nomination and Remuneration Committee supports the Board of Commissioners by assisting with the nomination and remuneration functions for the Company, performing special assignments from the Board, and carrying out other tasks as outlined in the Committee Charter. The establishment of this Committee is a crucial part of the Company's efforts to ensure effective nomination and remuneration practices, along with the implementation of good corporate governance principles.

#### NOMINATION AND REMUNERATION COMMITTEE CHARTER

The Nomination and Remuneration Committee has a Committee Charter, which regulates its organization, membership, code of conduct, functions, duties, authorities, responsibilities, and working mechanisms. The Nomination and Remuneration Committee Charter is established based on the Decree of the Board of Commissioners No. 05/CH/DEKOM/III/2021, dated March 10, 2021, concerning the Nomination and Remuneration Committee Charter of PT KAI (Persero).

#### DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee has the following duties and responsibilities:

- **Nomination Function**
  - a. Determining the composition and process for nominating members of the Board of Directors and/or Board of Commissioners.
  - b. Developing policies and criteria necessary for the nomination process of candidates for the Board of Directors and/or Board of Commissioners.
  - c. Assisting in evaluating the performance of Board of Directors and/or Board of Commissioners members.
  - d. Creating programs to improve the competency of Board of Directors and/or Board of Commissioners members.

- e. Menelaah dan mengusulkan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

• **Fungsi Remunerasi**

- a. Menyusun struktur Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris, berupa:
- » Gaji;
  - » Honorarium;
  - » Insentif;
  - » Tunjangan yang bersifat tetap dan/atau variabel.
- b. Menyusun kebijakan atas Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- c. Menyusun besaran atas Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.

- e. Reviewing and proposing qualified candidates for Board of Directors and/or Board of Commissioners membership to the Board of Commissioners for submission to the GMS.

• **Remuneration Function**

- a. Developing a remuneration structure for Board of Directors and/or Board of Commissioners members, which includes:
- » Salary;
  - » Honorarium;
  - » Incentives;
  - » Fixed and/or variable allowances.
- b. Formulating a remuneration policy for Board of Directors and/or Board of Commissioners members.
- c. Determining the remuneration amounts for Board of Directors and/or Board of Commissioners members.

**KOMPOSISI KEANGGOTAAN, DAN KEAHLIAN KOMITE NOMINASI DAN REMUNERASI**

Di tahun 2024, komposisi keanggotaan dan keahlian Komite Nominasi dan Remunerasi adalah sebagai berikut:

**MEMBERSHIP COMPOSITION AND EXPERTISE OF THE NOMINATION AND REMUNERATION COMMITTEE**

In 2024, the membership composition and expertise of the Nomination and Remuneration Committee are as follows:

**Tabel Komposisi Keanggotaan dan Keahlian Komite Nominasi dan Remunerasi**

**Table of Membership Composition and Expertise of the Nomination and Remuneration Committee**

| Nama / Name                | Jabatan / Position                                                                           | Keahlian / Expertise                                       |
|----------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Said Aqil Siroj            | Ketua Komite Nominasi dan Remunerasi / Head of the Nomination and Remuneration Committee     | Manajemen, Filsafat Islam / Management, Islamic Philosophy |
| Diah Natalisa              | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Manajemen / Management                                     |
| Sri Paduka Mangkoenagoro X | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Hukum / Law                                                |
| Corina D. Riantoputro      | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Psikologi / Psychology                                     |
| Satia Indrarini*           | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Human Resource                                             |

\*) Diangkat menjadi Anggota Komite Nominasi dan Remunerasi pada Surat Keputusan Dewan Komisaris PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero). / Appointed as a Member of the Nomination and Remuneration Committee based on the Decree of the Board of Commissioners of PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 dated June 28, 2024, concerning the Appointment of the Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero).

**PROFIL KOMITE NOMINASI DAN REMUNERASI**

**PROFILE OF THE NOMINATION AND REMUNERATION COMMITTEE**

Informasi profil masing-masing anggota Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

The profile of the members of the Company's Nomination and Remuneration Committee in 2024 is as follows:

|                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SAID AQIL SIROJ</b><br>Ketua Komite Nominasi dan Remunerasi / Head of the Nomination and Remuneration Committee                                                                                                                                                                                    |
| Profil Said Aqil Siroj sebagai ketua Komite Nominasi dan Remunerasi telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Said Aqil Siroj's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section. |

**DIAH NATALISA**

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Profil Diah Natalisa sebagai anggota Komite Nominasi dan Remunerasi telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Diah Natalisa's Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

**SRI PADUKA MANGKOENAGORO X**

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Profil Sri Paduka Mangkoenagoro X sebagai anggota Komite Nominasi dan Remunerasi telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Sri Paduka Mangkoenagoro X Profile as the Head of Audit Committee is presented in the Company Profile chapter, Board of Commissioners Members Section

**CORINA D. RIANTOPUTRA**

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                       | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Domisili / Domicile</b>                                 | Tangerang Selatan / South Tangerang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>  | Bandung, 14 Oktober 1967 / Bandung, October 14, 1967                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Usia / Age</b>                                          | 57 tahun / 57 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Periode Menjabat / Term of Office</b>                   | <ul style="list-style-type: none"> <li>• 2020-2023 (Periode Pertama) / 2020-2023 (First Period)</li> <li>• 2023-2025 (Periode Kedua) / 2023-2025 (Second Period)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b> | Keputusan Dewan Komisaris PT KAI No. 01/SK/CH/DEKOM/VI/2023 tanggal 14 Juni 2023 tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) / Decree of the Board of Commissioners of PT KAI No. 01/SK/CH/DEKOM/VI/2023 dated June 14, 2023 concerning the Dismissal and Appointment of the Member of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Riwayat Pendidikan / Educational Background</b>         | <ul style="list-style-type: none"> <li>• S3-Organizational Behavior, University of New South Wales, Australia (2010) / Doctorate in Organizational Behavior, University of New South Wales - Australia (2010)</li> <li>• S2-Organizational Study, University of New South Wales, Australia (2000) / Master's Degree in Organizational Study from University of New South Wales - Australia (2000)</li> <li>• S1-Psikologi, Universitas Indonesia (1992) / Bachelor's Degree in Psychology from Universitas Indonesia (1992)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Sertifikasi / Certification</b>                         | Tidak memiliki / None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Pengalaman Kerja / Employment History</b>               | <ul style="list-style-type: none"> <li>• Sekretaris Majelis Wali Amanat UI (2021-2024) / Secretary of the Board of Trustees at University of Indonesia (2021-2024)</li> <li>• Specially Appointed Professor - Institute for Global Leadership - Ochanomizu University Jepang (Oktober 2021 - Februari 2022) / Specially Appointed Professor - Institute for Global Leadership - Ochanomizu University of Japan (October 2021 - February 2022)</li> <li>• Anggota Majelis Wali Amanat Universitas Indonesia (2012-2014) dan (2019-2024) / Member of the Board of Trustees at University of Indonesia (2019-2024, 2012-2014)</li> <li>• Wakil Dekan bidang Pengelolaan SDM dan Keuangan Fakultas Psikologi Universitas Indonesia (2014-2018) / Vice Dean for Human Resources and Finance at the Faculty of Psychology, University of Indonesia (2014-2018)</li> <li>• Ketua bidang Riset dan Pengembangan Ilmu - Asosiasi Psikologi Industri dan Organisasi (2019-2022) / Chair of the Research and Development Division - Association of Industrial and Organizational Psychology (2019-2022)</li> <li>• Anggota Board Editor - Human Resource Development Review / Member of Board Editor - Human Resource Development Review</li> <li>• Anggota Tim Riset GLOBE (Global Leadership and Organizational Behavior Effectiveness) (2020-2021) / Member of GLOBE (Global Leadership and Organizational Behavior Effectiveness) Research Team (2020-2021)</li> <li>• Anggota tim riset Global Work Design (2018-2019) / Member of Global Work Design Research Team (2018-2019)</li> <li>• Ketua tim National Capacity Building - SKK Migas (2013-2014) / Leader of National Capacity Building Team - SKK Migas (2013-2014)</li> <li>• Dosen Fakultas Psikologi Universitas Indonesia - (1992 - Sekarang) / Lecturer at Faculty of Psychology UI - (1992 - Present)</li> </ul> |
| <b>Rangkap Jabatan / Concurrent Position</b>               | <ul style="list-style-type: none"> <li>• Sekretaris Majelis Wali Amanat Universitas Indonesia / Secretary of the University Board (Majelis Wali Amanah/MWA), Universitas Indonesia</li> <li>• Anggota editorial Board, jurnal internasional Human Resource Development Review (2020-2024) / Member of Editorial Board, International Journal of Human Resource Development Review, 2020 - 2024</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| SATIA INDRARINI*                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Kewarganegaraan / Citizenship                                                                | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Domisili / Domicile                                                                          | Jakarta Utara                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Tempat dan Tanggal Lahir / Place and Date of Birth                                           | Balikpapan, 26 Januari 1962 / Balikpapan, January 26, 1962                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Usia / Age                                                                                   | 63 tahun / 63 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Periode Menjabat / Term of Office                                                            | 2024-2027 (Periode Pertama) / 2024-2027 (First Period)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Dasar Hukum Penunjukan / Legal Basis of Appointment                                          | Keputusan Dewan Komisaris PT KAI No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero) / Decree of the Board of Commissioners of PT KAI No. 10/CH/DEKOM/VI/2024 dated June 28, 2024 concerning the Appointment of Members of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Riwayat Pendidikan / Educational Background                                                  | <ul style="list-style-type: none"><li>S2-Master of Strategic Management, Binus (2014)</li><li>S1-Bachelor of Law, Trisakti University (1986)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Sertifikasi / Certification                                                                  | <ul style="list-style-type: none"><li>Risk Management Certification – BSMR Level 4</li><li>Human Resources Certification – GNIK</li><li>Neuro Science coach – Certified Coach</li><li>New Leader Assimilation Program (LEAP) – DBS Certified Trainer</li><li>DBS Transformational Leadership Training</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Pengalaman Kerja / Employment History                                                        | <ul style="list-style-type: none"><li>Anggota Komite Nominasi dan Remunerasi Semen Indonesia (SIG) (2021) / Member of the Nomination and Remuneration Committee of Semen Indonesia (SIG) (2021)</li><li>Director Human Resources PT Bank DBS Indonesia (2005-2020) / Director of Human Resources at PT Bank DBS Indonesia (2005-2020)</li><li>Director Human Resources Head PT Syngenta Indonesia (Juni 2004-Februari 2005) / Director of Human Resources at PT Syngenta Indonesia (June 2004-February 2005)</li><li>Country Human Resource JP Morgan-Chase (2000-2004)</li><li>Supervisor and subsequently Human Resources Manager The Chase Manhattan Bank Indonesia (1990-2004) / Supervisor and subsequently Human Resources Manager at The Chase Manhattan Bank Indonesia (1990-2004)</li><li>Management Trainee Jakarta Hilton International (1987-1988) / Management Trainee at Jakarta Hilton International (1987-1988)</li></ul> |
| Rangkap Jabatan / Concurrent Position                                                        | <ul style="list-style-type: none"><li>Senior Consultant PT Sedya Abiwara Inggil (2021-sekarang) / Senior Consultant of PT Sedya Abiwara Inggil (2021-present)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

\*) Diangkat menjadi Anggota Komite Nominasi dan Remunerasi pada Surat Keputusan Dewan Komisaris PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero). / Appointed as a Member of the Nomination and Remuneration Committee in the Decree of the Board of Commissioners of PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 dated June 28, 2024, concerning the Appointment of Members of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero).

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Informasi kriteria independensi Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

Tabel Independensi Komite Nominasi dan Remunerasi

| Aspek Independensi /<br>Independency Aspect                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial affiliations with the Board of Commissioners and the Board of Directors                                                                                    |
| Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun Perusahaan afiliasi / Has no managerial relations in the Company, Subsidiaries, or Affiliates.                                                                        |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan / Has no affiliations with the Shareholders of the Company                                                                                                                                |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi / Has no familial affiliations with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee member |
| Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah / Is not concurrent as an administrators of political parties, officials, and government                                                                                   |

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

Information on the independence criteria of the Nomination and Remuneration Committee in 2024 is as follows:

Table of Nomination and Remuneration Committee Independence

| Said Aqil Siroj | Diah Natalisa | Sri Paduka Mangkoenagoro X | Corina D. Riantoputra | Satia Indrarini |
|-----------------|---------------|----------------------------|-----------------------|-----------------|
| ✓               | ✓             | ✓                          | ✓                     | ✓               |
| ✓               | ✓             | ✓                          | ✓                     | ✓               |
| ✓               | ✓             | ✓                          | ✓                     | ✓               |
| ✓               | ✓             | ✓                          | ✓                     | ✓               |
| ✓               | ✓             | ✓                          | ✓                     | ✓               |



## PENINGKATAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Nominasi dan Remunerasi Perseroan di tahun 2024 adalah sebagai berikut:

## COMPETENCY DEVELOPMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

Information on training and/or competency development attended by members of the Company's Nomination and Remuneration Committee in 2024 is as follows:

**Tabel Kompetensi Komite Nominasi dan Remunerasi tahun 2024**

**Table of Nomination and Remuneration Committee Competency in 2024**

| Nama / Name                | Jabatan / Position                                                                           | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials                              | Waktu dan Tempat Pelaksanaan / Time and Place of Implementation | Penyelenggara / Organizer |
|----------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------|
| Said Aqil Siroj            | Ketua Komite Nominasi dan Remunerasi / Head of Nomination and Remuneration Committee         | Advanced Governance, Risk, and Compliance For Executives                                                     | 2 September 2024 di Bandung / September 2, 2024, in Bandung     | Sinergi Development Group |
|                            |                                                                                              | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management | 2 September 2024 di Bandung / September 2, 2024, in Bandung     | Sinergi Development Group |
| Diah Natalisa              | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Audit Committees In New Era Governance                                                                       | 17-19 Juni 2024 / June 17-19, 2024                              | Harvard Business School   |
|                            |                                                                                              | Advanced Governance, Risk, and Compliance For Executives                                                     | 2 September 2024 di Bandung / September 2, 2024, in Bandung     | Sinergi Development Group |
|                            |                                                                                              | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management | 2 September 2024 di Bandung / September 2, 2024, in Bandung     | Sinergi Development Group |
|                            |                                                                                              | The 3rd Lead In Asia Conference                                                                              | 27-29 November 2024 di Bali / November 27-29, 2024, in Bali     | RMIT University           |
| Sri Paduka Mangkoenagoro X | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Audit Committees In New Era Governance                                                                       | 17-19 Juni 2024 / June 17-19, 2024                              | Harvard Business School   |
|                            |                                                                                              | The 3rd Lead In Asia Conference                                                                              | 27-29 November 2024 di Bali / November 27-29, 2024, in Bali     | RMIT University           |
| Satia Indrarini            | Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee | Advanced Governance, Risk, and Compliance For Executives                                                     | 2 September 2024 di Bandung / September 2, 2024, in Bandung     | Sinergi Development Group |
|                            |                                                                                              | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management | 2 September 2024 di Bandung / September 2, 2024, in Bandung     | Sinergi Development Group |
|                            |                                                                                              | The 3rd Lead In Asia Conference                                                                              | 27-29 November 2024 di Bali / November 27-29, 2024, in Bali     | RMIT University           |

## RAPAT KOMITE NOMINASI DAN REMUNERASI

### Kebijakan Rapat Komite Nominasi dan Remunerasi

Sesuai Piagam Komite, Perseroan menerapkan kebijakan rapat Komite Nominasi dan Remunerasi dengan uraian sebagai berikut:

- Frekuensi Rapat
  - Rapat Komite Nominasi dan Remunerasi diadakan sesuai dengan kebutuhan.
  - Rapat Komite Nominasi dan Remunerasi paling tidak harus dihadiri oleh 2/3 (dua pertiga) dari jumlah anggota Komite Nominasi dan Remunerasi.

## NOMINATION AND REMUNERATION COMMITTEE MEETING

### Nomination and Remuneration Committee Meeting Policy

In accordance with the Committee Charter, the Company implements the Nomination and Remuneration Committee meeting policy with the following description:

- Meeting Frequency
  - Nomination and Remuneration Committee meetings are held as needed.
  - Nomination and Remuneration Committee meeting must be attended by at least 2/3 (twothirds) of the total members of the Nomination and Remuneration Committee.

- c. Pengambilan keputusan harus disetujui oleh lebih dari  $\frac{1}{2}$  (setengah) jumlah anggota Komite Nominasi dan Remunerasi.
  - d. Komite Nominasi dan Remunerasi dalam pengambilan keputusan harus berdasarkan pada prinsip musyawarah untuk mufakat.
2. Agenda Rapat
- Agenda setiap rapat harus ditetapkan dengan jelas dan didistribusikan kepada anggota Komite Nominasi dan Remunerasi sebelum pelaksanaan rapat.
3. Peserta Rapat
- Sesuai dengan wewenangnya, Komite Nominasi dan Remunerasi dapat mengundang anggota Direksi, pejabat dan pekerja Perusahaan maupun pihak-pihak lainnya yang dianggap perlu dan terkait dengan agenda rapat yang hendak dibicarakan.
4. Notulen Rapat
- Setiap rapat harus dibuatkan notulennya secara tertulis dan ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir.

#### Pelaksanaan Rapat Komite Nominasi dan Remunerasi

Di tahun 2024, Komite Nominasi dan Remunerasi telah menyelenggarakan rapat sejumlah 9 (sembilan) kali rapat atau telah memenuhi jumlah rapat sesuai ketentuan di dalam Piagam Komite Nominasi dan Remunerasi.

#### Frekuensi dan Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi

Informasi frekuensi Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

| Nama /<br>Name             | Jabatan /<br>Position                                                                      | Jumlah Rapat /<br>Total Meetings | Kehadiran /<br>Attendance | Persentase /<br>Percentage (%) |
|----------------------------|--------------------------------------------------------------------------------------------|----------------------------------|---------------------------|--------------------------------|
| Said Aqil Siroj            | Ketua Komite Nominasi dan Remunerasi /<br>Head of Nomination and Remuneration Committee    | 9                                | 7                         | 78                             |
| Diah Natalisa              | Anggota Komite Nominasi dan Remunerasi /<br>Member of Committee and Remuneration Committee | 9                                | 9                         | 100                            |
| Sri Paduka Mangkoenagoro X | Anggota Komite Nominasi dan Remunerasi /<br>Member of Committee and Remuneration Committee | 9                                | 7                         | 78                             |
| Corina D. Riantoputro      | Anggota Komite Nominasi dan Remunerasi /<br>Member of Committee and Remuneration Committee | 9                                | 9                         | 100                            |
| Satia Indrarini*           | Anggota Komite Nominasi dan Remunerasi /<br>Member of Committee and Remuneration Committee | 4                                | 4                         | 100                            |

\*) Diangkat menjadi Anggota Komite Nominasi dan Remunerasi pada Surat Keputusan Dewan Komisaris PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 tanggal 28 Juni 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Kereta Api Indonesia (Persero). / Appointed as a Member of the Nomination and Remuneration Committee in the Decree of the Board of Commissioners of PT Kereta Api Indonesia (Persero) No. 10/CH/DEKOM/VI/2024 dated June 28, 2024 concerning the Appointment of Members of the Nomination and Remuneration Committee of PT Kereta Api Indonesia (Persero).

- c. Decision making must be approved by more than  $\frac{1}{2}$  (half) of the members of the Nomination and Remuneration Committee.
  - d. The Nomination and Remuneration Committee in making decisions must be based on the principle of deliberation to reach consensus.
2. Meeting Agenda
- The agenda for each meeting must be clearly determined and distributed to members of the Nomination and Remuneration Committee before the meeting is held.
3. Meeting Participants
- In accordance with its authority, the Nomination and Remuneration Committee may invite members of the Board of Directors, officers and employees of the Company as well as other parties deemed necessary and related to the meeting agenda to be discussed.
4. Minutes of Meeting
- Minutes must be taken of each meeting in writing and signed by all members of the Nomination and Remuneration Committee present.

#### Implementation of Nomination and Remuneration Committee Meetings

In 2024, the Nomination and Remuneration committee held 9 (nine) meetings, or has fulfilled the number of meetings in accordance with the provisions in the Nomination and Remuneration Committee Charter.

#### Frequency and Attendance Level of Nomination and Remuneration Committee Meetings

Information on the frequency of the Nomination and Remuneration Committee in 2024 is as follows:

**Tanggal, Agenda, dan Peserta Rapat Komite Nominasi dan Remunerasi**

Informasi tanggal, agenda, dan peserta rapat Komite Nominasi dan Remunerasi di tahun 2024 adalah sebagai berikut:

**Date, Agenda, and Participants of the Nomination and Remuneration Committee Meeting**

Information on the date, agenda, and participants of the Nomination and Remuneration Committee meeting in 2024 is as follows:

**Tabel Frekuensi dan Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi****Table of Frequency and Attendance Level of Nomination and Remuneration Committee Meetings**

| Tanggal / Date                                         | Agenda Rapat / Meeting Agenda                                                                                                                                                                  | Peserta Rapat / Meeting Participant | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                        |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|----------------------------------------------------------------------------------------------------|
| Rabu, 10 Januari 2024<br>/ Wednesday, Januari 10, 2024 | Rapat Internal KNR: Pembahasan Rencana Kerja dan Pembahasan Penambahan Anggota KNR / KNR Internal Meeting: Discussion of Work Plan and Discussion of Adding KNR Members                        | Said Aqil Siroj                     | Tidak Hadir / Absent   | Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed |
|                                                        |                                                                                                                                                                                                | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
| Senin, 5 Februari 2024<br>/ Monday, February 5, 2024   | Rapat Internal KNR: Pembahasan Calon Anggota KNR / KNR Internal Meeting: Discussion of KNR Member Candidates                                                                                   | Said Aqil Siroj                     | Tidak Hadir / Absent   | Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed |
|                                                        |                                                                                                                                                                                                | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
| Jumat, 16 Februari 2024<br>/ Friday, February 16, 2024 | Pembahasan Program Inhouse Training dengan SBM ITB untuk BoD dan BoC dan Perwakilan BoD -- 1 / Discussion of Inhouse Training Program with SBM ITB for BoD and BoC and BoD - 1 Representatives | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
| Kamis, 6 Juni 2024 /<br>Thursday, Juni 6, 2024         | Progres Pelatihan BoD-BoC dan EWB (Employee Well Being) / BoD-BoC and EWB (Employee Well Being) Training Progress                                                                              | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
| Rabu, 26 Juni 2024 /<br>Wednesday, Juni 26, 2024       | Pembahasan Pelanggaran Disiplin Pekerja / Discussion of Employee Disciplinary Violations                                                                                                       | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                        |                                                                                                                                                                                                | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |

| Tanggal / Date                                      | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                            | Peserta Rapat / Meeting Participant | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                        |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|----------------------------------------------------------------------------------------------------|
| Rabu, 17 Juli 2024 / Wednesday, July 17, 2024       | Evaluasi – Kinerja D6 – Semester 1 & Membahas Tingkat Kehadiran Dekom sesuai dengan hasil rapat BOD-BOC Manual 10 Juli / Evaluation – D6 Performance – Semester 1 & Discussing Board of Commissioners Attendance Level according to the results of the BOD-BOC Manual meeting on July 10 | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Satia Indrarini                     | Hadir / Present        | -                                                                                                  |
| Rabu, 31 Juli 2024 / Wednesday, July 31, 2024       | Perubahan Struktur Organisasi / Changes in Organizational Structure                                                                                                                                                                                                                      | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Diah Natalisa                       | Hadir                  | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Sri Paduka Mangkoenagoro X          | Tidak Hadir / Absent   | Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed |
|                                                     |                                                                                                                                                                                                                                                                                          | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Satia Indrarini                     | Hadir / Present        | -                                                                                                  |
| Rabu, 28 Agustus 2024 / August 28 2024              | Wawancara kandidat calon Pengurus Anak Perusahaan / Interview of candidate candidates for Subsidiary Management                                                                                                                                                                          | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Sri Paduka Mangkoenagoro X          | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Satia Indrarini                     | Hadir / Present        | -                                                                                                  |
| Rabu, 16 Oktober 2024 / Wednesday, October 16, 2024 | Pendalaman Perubahan Struktur Organisasi / In-depth Learning on Changes in Organizational Structure                                                                                                                                                                                      | Said Aqil Siroj                     | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Diah Natalisa                       | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Sri Paduka Mangkoenagoro X          | Tidak Hadir / Absent   | Terdapat Agenda Yang Tidak Bisa Ditinggalkan / There are other agendas that needed to be addressed |
|                                                     |                                                                                                                                                                                                                                                                                          | Corina D. Riantoputro               | Hadir / Present        | -                                                                                                  |
|                                                     |                                                                                                                                                                                                                                                                                          | Satia Indrarini                     | Hadir / Present        | -                                                                                                  |

#### LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI TAHUN 2024

Di tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawab sesuai ketentuan di dalam Piagam Komite Audit serta rencana kerja yang ditetapkan, meliputi:

- Terkait dengan fungsi Nominasi :
  - Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi bagi Direksi, dan/atau anggota Dewan Komisaris, serta Organ Pendukung Dewan Komisaris.

#### BRIEF REPORT ON THE IMPLEMENTATION OF NOMINATION AND REMUNERATION COMMITTEE ACTIVITIES IN 2024

In 2024, the Nomination and Remuneration Committee has carried out its duties and responsibilities in accordance with the provisions in the Audit Committee Charter and the established work plan, including:

- Nomination Function:
  - Providing recommendations to the Board of Commissioners regarding the policies and criteria necessary for the nomination process of the Board of Directors, Board of Commissioners, and Supporting Organs of the Board of Commissioners.

- b. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi, dan/atau anggota Dewan Komisaris, serta anggota Organ Pendukung berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;
  - c. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris; maupun anggota BOD-1 (Pejabat Satu Tingkat di bawah Direksi).
  - d. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.
  - e. Membantu Dewan Komisaris dalam mengawasi dan mengevaluasi program pengembangan kemampuan BOD-1 (Pejabat Satu Tingkat di bawah Direksi), yang dilakukan oleh Direktorat SDM, demi mempersiapkan mereka sebagai anggota Direksi.
2. Terkait dengan fungsi Remunerasi:
- a. Membantu Dewan Komisaris untuk menelaah bahwa Remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris telah sesuai dengan peraturan yang berlaku.
  - b. Membantu Dewan Komisaris untuk menelaah bahwa Remunerasi yang diterima Sekretaris dan Staf Sekretariat Dewan Komisaris serta anggota Komite Dewan Komisaris telah sesuai dengan peraturan yang berlaku.
- b. Assisting the Board of Commissioners in evaluating the performance of members of the Board of Directors, the Board of Commissioners, and Supporting Organs, using prepared benchmarks as evaluation tools.
  - c. Offering recommendations to the Board of Commissioners for developing the capabilities of members of the Board of Directors, the Board of Commissioners, and BOD-1 (Officials One Level Below the Board of Directors).
  - d. Proposing candidates who meet the necessary requirements for the positions of the Board of Directors and/or Board of Commissioners to the Board of Commissioners for submission to the General Meeting of Shareholders (GMS).
  - e. Assisting the Board of Commissioners in supervising and evaluating the capability development programs for BOD-1, organized by the HR Directorate, to prepare them for potential roles on the Board of Directors.
2. Remuneration Function:
- a. Assisting the Board of Commissioners in reviewing whether the remuneration received by each member of the Board of Directors and/or Board of Commissioners complies with applicable regulations.
  - b. Assisting the Board of Commissioners in reviewing whether the remuneration received by the Secretary and Secretariat Staff of the Board of Commissioners, and members of the Board of Commissioners Committee aligns with applicable regulations.

## Komite Pemantau Manajemen Risiko

### *Risk Management Monitoring Committee*

Komite Pemantau Manajemen Risiko merupakan organ pendukung Dewan Komisaris yang bertugas membantu Dewan Komisaris dalam melakukan penilaian dan memberikan rekomendasi tentang risiko usaha, tata cara meminimalisasi risiko, investasi, hingga pelaksanaan Enterprise Risk Management (ERM) Perseroan. Pembentukan Komite Pemantau Manajemen Risiko merupakan bagian yang tidak terpisahkan dari upaya Perseroan untuk memastikan efektivitas fungsi manajemen risiko serta melaksanakan prinsip tata kelola perusahaan yang baik, sesuai peraturan perundang-undangan yang berlaku.

The Risk Management Monitoring Committee is a supporting body of the Board of Commissioners, which is responsible for assisting the Board of Commissioners in assessing and providing recommendations on business risks, strategies for risk minimization, investments, and the implementation of the Company's Enterprise Risk Management (ERM). The establishment of the Risk Management Monitoring Committee is a crucial part of the Company's efforts to ensure effective risk management and to uphold the principles of good corporate governance in accordance with applicable laws and regulations.



### PIAGAM KOMITE PEMANTAU MANAJEMEN RISIKO

Komite Pemantau Manajemen Risiko memiliki Piagam Komite yang mengatur organisasi, keanggotaan, pedoman perilaku, fungsi, tugas, kewenangan dan tanggung jawab, serta mekanisme kerja komite. Piagam Komite Pemantau Manajemen Risiko diterbitkan berdasarkan Keputusan Dewan Komisaris No. 09/CH/DEKOM/XI/2022 tanggal 23 November 2022 tentang Piagam Komite Pemantau Manajemen Risiko PT KAI (Persero).

### TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU MANAJEMEN RISIKO

Komite Pemantau Manajemen Risiko memiliki tugas dan tanggung jawab sebagai berikut:

1. Melakukan *monitoring* dan evaluasi terhadap realisasi rencana investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management) yang tercantum dalam RJPP dan RKAP.
2. Melakukan evaluasi atas pelaksanaan investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management), kebijakan dan strategi investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management) yang ada dan memberikan masukan dalam rangka mereviu dan menetapkan kebijakan dan strategi investasi serta risiko usaha yang baru.
3. Menyiapkan bahan, informasi, materi, analisis dan kajian terkait dengan pelaksanaan investasi dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management), dalam rangka menekan dan/atau menghindari Perseroan dari terjadinya *cost overrun* dan meningkatkan efisiensi dan efektivitas di bidang investasi usaha dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management).
4. Masukan dan kajian tentang kelayakan investasi usaha serta risikonya dan risiko usaha/pelaksanaan ERM (Enterprise Risk Management), terkait dengan ketepatan proyeksi, rekayasa pembiayaannya, dan ketepatan penggunaan teknologi, kebutuhan SDM, serta inovasinya.
5. Menyusun program kerja tahunan Komite Pemantau Manajemen Risiko untuk mendapatkan persetujuan Dewan Komisaris dan membuat laporan periodik untuk disampaikan dan dievaluasi oleh Dewan Komisaris.
6. Mengawasi dan mengevaluasi penerapan dan pelaksanaan ERM (Enterprise Risk Management) sebagai bahan usulan kepada Dewan Komisaris yang selanjutnya menjadi bahan arahan kepada Direksi.

### RISK MANAGEMENT MONITORING COMMITTEE CHARTER

The Risk Management Monitoring Committee operates under a Committee Charter that outlines its organization, membership, code of conduct, functions, duties, authorities, responsibilities, and work mechanisms. This Charter was established based on the Decree of the Board of Commissioners No. 09/CH/DEKOM/XI/2022, dated November 23, 2022, concerning the Risk Management Monitoring Committee Charter of PT KAI (Persero).

### DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT MONITORING COMMITTEE

The Risk Management Monitoring Committee has the following duties and responsibilities:

1. Monitor and evaluate the execution of investment plans and the implementation of ERM (Enterprise Risk Management) as outlined in the RJPP and RKAP.
2. Evaluate investment implementation and business risks/implementation of ERM (Enterprise Risk Management), existing investment policies and strategies and business risks/implementation of ERM (Enterprise Risk Management) and provide input in order to review and determine investment policies and strategies and business risks the new one.
3. Prepare materials, information, material, analysis and studies related to the implementation of investment and business risks/implementation of ERM (Enterprise Risk Management), in order to suppress and/or prevent the Company from the occurrence of cost overrun and increasing efficiency and effectiveness in the field of business investment and business risk/implementation of ERM (Enterprise Risk Management).
4. Provide input and study regarding the feasibility of business investment and its risks and business risks/implementation of ERM (Enterprise Risk Management), related to the accuracy of projections, financing engineering, and appropriate use of technology, human resource needs and innovation.
5. Prepare the annual work program of the Risk Management Monitoring Committee to obtain approval from the Board of Commissioners and prepare periodic reports to be submitted and evaluated by the Board of Commissioners.
6. Supervise and evaluate the implementation and implementation of ERM (Enterprise Risk Management) as material for recommendations to the Board of Commissioners which then becomes material for direction to the Board of Directors.

- |                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>7. Melaksanakan tugas lain yang diberikan Dewan Komisaris.</p> <p>8. Menjaga kerahasiaan dokumen, data dan informasi Perseroan baik dari pihak internal maupun eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugasnya.</p> <p>9. Melaksanakan tugas lain yang diberikan Dewan Komisaris.</p> | <p>7. Carry out other tasks assigned by the Board of Commissioners.</p> <p>8. Maintain the confidentiality of Company documents, data and information from both internal and external parties and only use them for the purposes of carrying out their duties.</p> <p>9. Carry out other tasks assigned by the Board of Commissioners.</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### KOMPOSISI KEANGGOTAAN, DAN KEAHLIAN KOMITE PEMANTAU MANAJEMEN RISIKO

Di tahun 2024, komposisi keanggotaan dan keahlian Komite Pemantau Manajemen Risiko adalah sebagai berikut:

### COMPOSITION OF MEMBERSHIP AND EXPERTISE OF THE RISK MANAGEMENT MONITORING COMMITTEE

In 2024, the composition and expertise of the Risk Management Monitoring Committee will be as follows:

**Tabel Komposisi Keanggotaan dan Keahlian Komite Pemantau Manajemen Risiko**

**Table of Membership Composition and Expertise of the Risk Management Monitoring Committee**

| Nama / Name       | Jabatan / Position                                                                            | Keahlian / Expertise                                                   |
|-------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Chairul Anwar     | Ketua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee     | Kepolisian / Police                                                    |
| Endang Tirtana*   | Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee | Filsafat Islam, Ilmu Administrasi / Islamic Philosophy, Administration |
| M. Risal Wasal    | Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee | Transportasi / Transportation                                          |
| Elen Setiadi**/** | Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee | Hukum, Ekonomi / Legal, Economics                                      |
| Miranti Gani      | Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee | Manajemen Risiko, Akuntansi / Risk Management, Accounting              |
| Handy Purnama     | Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee | Kuangan / Finance                                                      |

\*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

\*\*) Diangkat menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Appointed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

\*\*\*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 13/CH/DEKOM/XII/2024 tanggal 24 Desember 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 13/CH/DEKOM/XII/2024 dated December 24, 2024.

### PROFIL KOMITE PEMANTAU MANAJEMEN RISIKO

### PROFILE OF THE RISK MANAGEMENT MONITORING COMMITTEE

Informasi profil masing-masing anggota Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

The profiles of members of the Risk Management Monitoring Committee in 2024 are as follows:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>CHAIRUL ANWAR</b></p> <p>Ketua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee</p> <p>Profil Chairul Anwar sebagai ketua Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Chairul Anwars' Profile as the Head of Risk Management Monitoring Committee is presented in the Company Profile chapter, Board of Commissioners Members Section</p>          |
| <p><b>ENDANG TIRTANA*</b></p> <p>Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee</p> <p>Profil Endang Tirtana sebagai anggota Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Endang Tirtana's Profile as the Risk Management Monitoring Committee member is presented in the Company Profile chapter, Board of Commissioners Members Section</p> |

\*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

**M. RISAL WASAL**

Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee

Profil Mohamad Risal Wasal sebagai anggota Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Mohamad Risal Wasal's Profile as the Risk Management Monitoring Committee member is presented in the Company Profile chapter, Board of Commissioners Members Section

**ELEN SETIADI\*\*/\*\***

Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee

Profil Elen Setiadi sebagai anggota Pemantau Manajemen Risiko telah disajikan pada bab Profil Perusahaan bagian Profil Anggota Dewan Komisaris. / Elen Setiadi's Profile as the Risk Management Monitoring Committee member is presented in the Company Profile chapter, Board of Commissioners Members Section

**\*\***) Diangkat menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Appointed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

**\*\*\***) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 13/CH/DEKOM/XII/2024 tanggal 24 Desember 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 13/CH/DEKOM/XII/2024 dated December 24, 2024.

**MIRANTI GANI**

Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                       | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Domisili / Domicile</b>                                 | Tangerang Selatan / South Tangerang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>  | Jakarta, 24 Maret 1963 / Jakarta, March 24, 1963                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Usia / Age</b>                                          | 62 tahun / 62 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Periode Menjabat / Term of Office</b>                   | <ul style="list-style-type: none"><li>• 2021-2024 (Periode Pertama) / 2021-2024 (First Period)</li><li>• 2024-2026 (Periode Kedua) / 2024-2025 (Second Period)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b> | Surat Keputusan Dewan Komisaris PT KAI (Persero) Nomor SK-07/CH/DEKOM/V/2021 tentang Pengangkatan Anggota Komite Pemantau Risiko PT KAI (Persero) / Board of Commissioners Decree Nomor: 07/CH/ DEKOM/V/2021 on PT KAI (Persero) Risk Management Monitoring Committee Member Appointment                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Riwayat Pendidikan / Educational Background</b>         | Sarjana Ekonomi - Fakultas Ekonomi Universitas Indonesia / Bachelor's Degree in Economics from Faculty of Economics of Universitas Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Sertifikasi / Certification</b>                         | <ul style="list-style-type: none"><li>• International Certificate in Enterprise Risk Management by International Risk Management - UK (IRMCert)</li><li>• Certified Risk Management for Banker (BSMR) Level 1 to 4</li><li>• Certified Audit Committee Practices (CACP)</li><li>• Certified Wealth Management (CWM)</li><li>• Securities and Investment Personnel conducted by Securities Institute, London (CSI)</li><li>• Shariah Banking Course - RBS</li><li>• Consumer Credit Course - RBS</li><li>• Operational Risk Management Certification - Standard Chartered Bank Global (ORMC)</li><li>• Islamic Banking Certification (IBC)</li><li>• Internal Audit Certification - Kuala Lumpur</li></ul>              |
| <b>Pengalaman Kerja / Employment History</b>               | <ul style="list-style-type: none"><li>• Komite Manajemen Risiko Lembaga Penjamin Simpanan (PS) (2020-2022) / Risk Management Committee of The Deposit Insurance Agency (LPS) (2020-2022)</li><li>• Komisaris Independen Sumberdaya Sewatama (Trakindo Group) (2018-2021) / Independent Commissioner of Sumberdaya Sewatama (Trakindo Group) 2018-2021</li><li>• Independent Senior Management Advisor (2016-2018)</li><li>• Independent consultant for Risk based business process improvement PT Fors Fortis Indonesia (Bostinco) (2016)</li><li>• Operational Risk Management Head Standard Chartered Bank Indonesia (2010-2015)</li><li>• Head of Process and Control ABN-AMRO Bank Indonesia (2007-2010)</li></ul> |
| <b>Rangkap Jabatan / Concurrent Position</b>               | Tidak memiliki / None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| HANDY PURNAMA                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anggota Komite Pemantau Manajemen Risiko / Member of the Risk Management Monitoring Committee |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Kewarganegaraan / Citizenship                                                                 | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Domisili / Domicile                                                                           | Bandung                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Tempat dan Tanggal Lahir / Place and Date of Birth                                            | Jakarta, 15 Juli 1966 / Jakarta, July 15, 1966                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Usia / Age                                                                                    | 59 tahun / 59 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Periode Menjabat / Term of Office                                                             | 2022-2025 (Periode Pertama) / 2022-2025 (First Period)                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Dasar Hukum Penunjukan / Legal Basis of Appointment                                           | Surat Keputusan Dewan Komisaris No. 06/CH/DEKOM/IX/2022 tentang Pengangkatan Anggota Komite Pemantau Manajemen Risiko PT Kereta Api Indonesia (Persero) / Board of Commissioners Decree No. 06/ CH/DEKOM/IX/2022 on PT Kereta Api Indonesia (Persero) Risk Management Monitoring Committee Member Appointment.                                                                                                                                                                                                  |
| Riwayat Pendidikan / Educational Background                                                   | <ul style="list-style-type: none"> <li>Magister Teknik jurusan Teknik Perkeretaapian, Institut Teknologi Bandung (2000) / Master of Engineering in Railway Engineering at Institut Teknologi Bandung (2000)</li> <li>Sarjana Teknik jurusan Teknik Fisika, Institut Teknologi Bandung (1996) / Bachelor of Engineering in Physics Engineering at Institut Teknologi Bandung (1996)</li> </ul>                                                                                                                   |
| Sertifikasi / Certification                                                                   | <ul style="list-style-type: none"> <li>Governance Risk Compliance for Executives</li> <li>Certified Strategy Execution Professional</li> <li>Skema Pengelolaan Lembaga Pelatihan Kerja (PLPK) / Job Training Institution Management Scheme</li> </ul>                                                                                                                                                                                                                                                           |
| Pengalaman Kerja / Employment History                                                         | <ul style="list-style-type: none"> <li>Corporate Deputy Directorate of Training and Education, PT KAI (Persero) (2020-2022)</li> <li>Corporate Deputy Directorate of Revenue and Cost Consolidation, PT KAI (Persero) (2018-2020)</li> <li>Director of Parking and Technology Business, PT KAI Service (2017-2018)</li> <li>Vice President of PSO, IMO and TAC, PT KAI (Persero) (2015-2017)</li> <li>Vice President of Planning and Evaluation Training and Education, PT KAI (Persero) (2014-2015)</li> </ul> |
| Rangkap Jabatan / Concurrent Position                                                         | Tidak memiliki                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

#### INDEPENDENSI KOMITE PEMANTAU MANAJEMEN RISIKO

Informasi kriteria independensi Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

Tabel Independensi Komite Pemantau Manajemen Risiko

| Aspek Independensi / Independence Aspect                                                                                                                                                                                                            | Chairul Anwar | Endang Tirtana | M. Risal Wasal | Elen Setiadi | Miranti Gani | Handy Purnama |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|----------------|--------------|--------------|---------------|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial affiliations with the Board of Commissioners and the Board of Directors                                                                                      | √             | √              | √              | √            | √            | √             |
| Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun Perusahaan afiliasi / Has no managerial relations in the Company, Subsidiaries, or Affiliates                                                                           | √             | √              | √              | √            | √            | √             |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan / Has no affiliations with the Shareholders of the Company                                                                                                                                  | √             | √              | √              | √            | √            | √             |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Manajemen Risiko / Has no familial affiliations with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee member | √             | √              | √              | √            | √            | √             |
| Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah / Is not serving as an administrator of political parties, officials, and government                                                                                         | √             | √              | √              | √            | √            | √             |

#### INDEPENDENCE OF THE RISK MANAGEMENT MONITORING COMMITTEE

Information on the independence criteria of the Risk Management Monitoring Committee in 2024 is as follows:

Table of Risk Management Monitoring Committee Independence

**PENINGKATAN KOMPETENSI KOMITE PEMANTAU MANAJEMEN RISIKO**

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Pemantau Manajemen Risiko Perseroan di tahun 2024 adalah sebagai berikut:

**Tabel Kompetensi Komite Pemantau Manajemen Risiko tahun 2024**

| Nama / Name    | Jabatan / Position                                                                        | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials                                                                 | Waktu dan Tempat Pelaksanaan / Time and Place of Implementation   | Penyelenggara / Organizer                                              |
|----------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------|
| Chairul Anwar  | Katua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
| Endang Tirtana | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
| M. Risal Wasal | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Indonesia Railway Conference                                                                                                                    | 30-31 Juli 2024 di Jakarta / July 30-31, 2024                     | MASKA                                                                  |
| Miranti Gani   | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
|                |                                                                                           | Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space | 1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta            | Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association |
|                |                                                                                           | ERM Strategic Business Leadership                                                                                                               | 27 September 2024 di Singapura / September 27, 2024, in Singapore | Nanyang Technological University                                       |
| Handy Purnama  | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
|                |                                                                                           | Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space | 1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta            | Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association |
|                |                                                                                           | Executive Education Program: AI for Business Leades                                                                                             | Oktober 2024 / October 2024                                       | Salam Ganesha Academy                                                  |

\*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

**RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO**

**Kebijakan Rapat Komite Pemantau Manajemen Risiko**

Perseroan menerapkan kebijakan rapat bagi Komite Pemantau Manajemen Risiko yang termuat di dalam Piagam Komite Pemantau Manajemen Risiko. Perincian mengenai hal tersebut adalah sebagai berikut:

1. Komite Pemantau Manajemen Risiko mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris yang ditetapkan dalam anggaran dasar.

**RISK MANAGEMENT MONITORING COMMITTEE COMPETENCY DEVELOPMENT**

Information on training and/or competency improvement attended by members of the Company's Risk Management Monitoring Committee in 2024 is as follows:

**Table of Risk Management Monitoring Committee Competency Development in 2024**

| Nama / Name    | Jabatan / Position                                                                        | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials                                                                 | Waktu dan Tempat Pelaksanaan / Time and Place of Implementation   | Penyelenggara / Organizer                                              |
|----------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------|
| Chairul Anwar  | Katua Komite Pemantau Manajemen Risiko / Head of the Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
| Endang Tirtana | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
| M. Risal Wasal | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Indonesia Railway Conference                                                                                                                    | 30-31 Juli 2024 di Jakarta / July 30-31, 2024                     | MASKA                                                                  |
| Miranti Gani   | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
|                |                                                                                           | Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space | 1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta            | Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association |
|                |                                                                                           | ERM Strategic Business Leadership                                                                                                               | 27 September 2024 di Singapura / September 27, 2024, in Singapore | Nanyang Technological University                                       |
| Handy Purnama  | Anggota Komite Pemantau Manajemen Risiko / Member of Risk Management Monitoring Committee | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | 2 September 2024 di Bandung / September 2, 2024 in Bandung        | Sinergi Development Group                                              |
|                |                                                                                           | Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space | 1 Agustus 2024 di Jakarta / August 1, 2024, in Jakarta            | Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association |
|                |                                                                                           | Executive Education Program: AI for Business Leades                                                                                             | Oktober 2024 / October 2024                                       | Salam Ganesha Academy                                                  |

\*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

**RISK MANAGEMENT MONITORING COMMITTEE MEETINGS**

**Risk Management Monitoring Committee Meeting Policy**

The Company implements meeting policies for the Risk Management Monitoring Committee which are contained in the Risk Management Monitoring Committee Charter. The details regarding this are as follows:

1. The Risk Management Monitoring Committee holds meetings at least equal to the minimum requirements for meetings of the Board of Commissioners stipulated in the articles of association.



2. Setiap rapat Komite Pemantau Manajemen Risiko dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Pemantau Manajemen Risiko yang hadir.
3. Risalah rapat disampaikan secara tertulis oleh Komite Pemantau Manajemen Risiko kepada Dewan Komisaris.
4. Kehadiran anggota Komite Pemantau Manajemen Risiko dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite Pemantau Manajemen Risiko.

2. Each Risk Management Monitoring Committee meeting is outlined in the minutes of the meeting which are signed by all members of the Risk Management Monitoring Committee present.
3. Minutes of meetings are submitted in writing by the Risk Management Monitoring Committee to the Board of Commissioners.
4. The presence of members of the Risk Management Monitoring Committee at meetings is reported in the quarterly report and annual report of the Risk Management Monitoring Committee.

### Pelaksanaan Rapat Komite Pemantau Manajemen Risiko

Di tahun 2024, Komite Pemantau Manajemen Risiko telah menyelenggarakan rapat sejumlah 11 (sebelas) kali rapat atau telah memenuhi jumlah rapat sesuai ketentuan di dalam Piagam Komite Pemantau Manajemen Risiko.

### Implementation of Risk Management Monitoring Committee Meetings

In 2024, the Risk Management Monitoring Committee held 11 (eleven) meetings, or has fulfilled the number of meetings as stipulated in the Risk Management Monitoring Committee Charter.

### Frekuensi dan Tingkat Kehadiran Rapat Komite Pemantau Manajemen Risiko

Informasi frekuensi Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

### Meeting Frequency and Attendance Rate at the Risk Management Monitoring Committee

The frequency information of the Risk Management Monitoring Committee in 2024 is as follows:

| Nama /<br>Name  | Jabatan /<br>Position                                                                            | Jumlah Rapat /<br>Total Meetings | Kehadiran /<br>Attendance | Persentase /<br>Percentage (%) |
|-----------------|--------------------------------------------------------------------------------------------------|----------------------------------|---------------------------|--------------------------------|
| Chairul Anwar   | Ketua Komite Pemantau Manajemen Risiko /<br>Head of the Risk Management Monitoring Committee     | 11                               | 11                        | 100                            |
| Endang Tirtana* | Anggota Komite Pemantau Manajemen Risiko /<br>Member of the Risk Management Monitoring Committee | 2                                | 2                         | 100                            |
| M. Risal Wasal  | Anggota Komite Pemantau Manajemen Risiko /<br>Member of the Risk Management Monitoring Committee | 11                               | 8                         | 73                             |
| Miranti Gani    | Anggota Komite Pemantau Manajemen Risiko /<br>Member of the Risk Management Monitoring Committee | 11                               | 11                        | 100                            |
| Handy Purnama   | Anggota Komite Pemantau Manajemen Risiko /<br>Member of the Risk Management Monitoring Committee | 11                               | 11                        | 100                            |

\*) Diberhentikan menjadi Anggota Komite Pemantau Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. 07/CH/DEKOM/III/2024 tanggal 21 Maret 2024. / Dismissed as a Member of the Risk Management Monitoring Committee in accordance with the Decree of the Board of Commissioners No. 07/CH/DEKOM/III/2024 dated March 21, 2024.

### Tanggal, Agenda, dan Peserta Rapat Komite Pemantau Manajemen Risiko

Informasi tanggal, agenda, dan peserta rapat Komite Pemantau Manajemen Risiko di tahun 2024 adalah sebagai berikut:

### Date, Agenda, and Participants of the Risk Management Monitoring Committee Meeting

Information on the date, agenda, and participants of the Risk Management Monitoring Committee meeting in 2024 is as follows:

**Tabel Frekuensi dan Tingkat Kehadiran Rapat Komite Pemantau Manajemen Risiko** **Table of Frequency and Attendance Level of Risk Management Monitoring Committee Meetings**

| Tanggal / Date                                                   | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                  | Peserta Rapat / Meeting Participant | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                         |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------|
| Jumat, 16 Februari 2024 / Friday, February 16, 2024              | a. Root Cause Analysis untuk KKA (unit SSS) / Root Cause Analysis for KKA (SSS unit)<br>b. Kesiapan Implementasi Permen No. 2 Thn 2023 / Readiness for Implementation of Permen No. 2 of 2023<br>c. Rencana Agenda Tahunan 2024 / 2024 Annual Agenda Plan                                                                                                                      | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Endang Tirtana                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
| Selasa, 19 Maret 2024 / Tuesday, March 19, 2024                  | Monitoring dan Evaluasi Implementasi Permen BUMN No. 02 tahun 2023 pada Daop 1, Daop 2, Daop 3, BY Manggarai, LRT Jabodebek / Monitoring and Evaluation of the Implementation of BUMN Regulation No. 02 of 2023 in Daop 1, Daop 2, Daop 3, BY Manggarai, LRT Jabodebek                                                                                                         | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Endang Tirtana                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
| Selasa, 21 Mei 2024 / Tuesday, May 21, 2024                      | Tindak lanjut rapat update Pembahasan Penyelesaian Kerjasama antara PT KAI (Persero) dengan PT Senopati Perkasa atas Aset PT KAI (Persero) di wilayah Daop 8 – Surabaya / Follow-up to the update meeting on the discussion on the settlement of cooperation between PT KAI (Persero) and PT Senopati Perkasa regarding PT KAI (Persero) assets in the Daop 8 – Surabaya area. | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Tidak Hadir            | Terdapat Agenda yang Tidak Dapat Ditinggalkan / There are Other Agendas that Needed to be Addressed |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                |                                     |                        |                                                                                                     |
| Selasa-Kamis, 28-30 Mei 2024 / Tuesday-Thursday, May 28-30, 2024 | Peninjauan Operasional Kereta Api Rute Makassar-Parepare / Operational Review of Makassar-Parepare Train Route                                                                                                                                                                                                                                                                 | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                |                                     |                        |                                                                                                     |
| Selasa-Rabu, 4-5 Juni 2024 / Tuesday-Wednesday, June 4-5, 2024   | Peninjauan dan monitoring asset tanah dan bangunan serta pengusahaan asset PT KAI (Persero) / Review and monitoring of land and building assets and management of PT KAI (Persero) assets                                                                                                                                                                                      | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Tidak Hadir / Absent   | Terdapat Agenda yang Tidak Dapat Ditinggalkan / There are Other Agendas that Needed to be Addressed |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                |                                     |                        |                                                                                                     |
| Jumat, 20 Juni 2024 / Friday, June 20, 2024                      | Rapat dengan PT Inka di Madiun dengan pembahasan mengenai status progress proyek pemesanan 16 Trainset / Meeting with PT Inka in Madiun to discuss the progress status of the 16 Trainset ordering project                                                                                                                                                                     | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                |                                     |                        |                                                                                                     |
| Rabu, 10 Juli 2024 / Wednesday, July 10, 2024                    | Rapat mengenai Board Manual dan GCG / Meeting regarding Board Manual and GCG                                                                                                                                                                                                                                                                                                   | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                |                                     |                        |                                                                                                     |

| Tanggal / Date                                        | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                       | Peserta Rapat / Meeting Participant | Kehadiran / Attendance | Alasan Ketidakhadiran / Reasons for Absence                                                         |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------|
| Senin, 15 Juli 2024 / Monday, July 15, 2024           | Mengadakan rapat mengenai kinerja TW 2- 2024, KPMR mencakup Direktorat Operasi (D2), Pengelolaan Prasarana (D3), Pengelolaan Sarana (D4), Keselamatan & Keamanan (D5) dan EVP Risk Management (D8) / Holding a meeting regarding the performance of Q2- 2024, KPMR includes the Directorate of Operations (D2), Infrastructure Management (D3), Facilities Management (D4), Safety & Security (D5) and EVP Risk Management (D8)                                     | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | M. Risal Wasal                      | Tidak Hadir / Absent   | Terdapat Agenda yang Tidak Dapat Ditinggalkan / There are Other Agendas that Needed to be Addressed |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
| Rabu, 4 September 2024 / Wednesday, September 4, 2024 | Mengawal Unit Manajemen Risiko PT KAI dalam menjalankan program Evaluasi dan pemantauan terhadap implementasi Enterprise Risk Management di Bandung untuk CDD dari Direktorat DU – D1 – D2 – D3 – D4 / Holding a meeting regarding the performance of Q2-2024, KPMR includes the Directorate of Operations (D2), Infrastructure Management (D3), Facilities Management (D4), Safety & Security (D5) and EVP Risk Management (D8)                                    | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
| Kamis, 31 Oktober 2024 / Thursday, October 31, 2024   | Mengawal Unit Manajemen Risiko PT KAI dalam menjalankan program Evaluasi dan pemantauan terhadap implementasi Enterprise Risk Management di anak Perusahaan PT KAI di Jakarta. Mencakup KCI, RMU, Railink, KAPM, PSBI, MITJ / Overseeing the PT KAI Risk Management Unit in implementing the Evaluation and monitoring program for the implementation of Enterprise Risk Management in PT KAI subsidiaries in Jakarta. Covering KCI, RMU, Railink, KAPM, PSBI, MITJ | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Handy Purnama                       | Hadir / Present        | -                                                                                                   |
| Rabu, 22 November 2024 / Wednesday, November 22, 2024 | Mengawal Unit Manajemen Risiko PT KAI dalam menjalankan program Evaluasi dan pemantauan terhadap implementasi Enterprise Risk Management di Daop 4, Daop 5, Daop 6, Daop 8, BY Gubeng, BY Yogya dan BY Tegal di Semarang / Overseeing the PT KAI Risk Management Unit in implementing the Evaluation and Monitoring program for the implementation of Enterprise Risk Management in Daop 4, Daop 5, Daop 6, Daop 8, BY Gubeng, BY Yogya and BY Tegal in Semarang    | Chairul Anwar                       | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | M. Risal Wasal                      | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Miranti Gani                        | Hadir / Present        | -                                                                                                   |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Handy Purnama                       | Hadir / Present        | -                                                                                                   |

#### LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE PEMANTAU MANAJEMEN RISIKO TAHUN 2024

Di tahun 2024, Komite Pemantau Manajemen Risiko telah melaksanakan tugas dan tanggung jawab sesuai ketentuan di dalam Piagam Komite Audit serta rencana kerja yang ditetapkan, meliputi:

- KPMR PT KAI bertugas membantu pelaksanaan tugas dan fungsi Dewan Komisaris PT KAI.
- Tugas tersebut pada Pasal 2 ayat (1) diatas meliputi:
  - Menelaah dan merekomendasikan efektifitas pelaksanaan manajemen risiko perusahaan melalui pertemuan secara berkala maupun cara lainnya untuk membahas progress dari tahapan-tahapan tugas dan tanggung jawab yang dilakukan oleh satuan kerja manajemen risiko.

#### BRIEF REPORT ON THE IMPLEMENTATION OF RISK MANAGEMENT MONITORING COMMITTEE ACTIVITIES IN 2024

In 2024, the Risk Management Monitoring Committee has carried out its duties and responsibilities in accordance with the provisions in the Audit Committee Charter and the established work plan, including:

- The Risk Management Monitoring Committee (KPMR) of PT KAI is responsible for assisting the Board of Commissioners in carrying out its duties and functions.
- The responsibilities outlined in Article 2, paragraph (1), include:
  - Reviewing and recommending the effectiveness of corporate risk management implementation through regular meetings or other methods to discuss the progress of the tasks and responsibilities carried out by the risk management work unit.

- b. Menelaah atas penilaian risiko oleh satuan kerja manajemen risiko terhadap rencana investasi perusahaan yang material.
  - c. Menelaah proses manajemen risiko atas usulan aksi korporasi.
  - d. Mengawasi kegiatan satuan kerja manajemen risiko dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait.
  - e. Mengawasi pelaksanaan rekomendasi Dewan Komisaris kepada Direksi yang terkait dengan manajemen risiko.
  - f. Menganalisa dan merekomendasikan usulan rencana kegiatan dan anggaran perusahaan (RKAP) dan menelaah secara tahunan atas rencana jangka panjang perusahaan (RJPP) yang dilakukan oleh Direksi.
  - g. Menelaah informasi risiko dan proses manajemen risiko perusahaan dalam laporan berkala (triwulan dan tahunan) yang akan disampaikan kepada pemegang saham melalui proses:
    - Diskusi bersama dengan manajemen.
    - Menelaah atas konsep dari laporan yang akan disampaikan.
  - h. Memantau pembahasan risiko-risiko penting pada unit-unit dilingkungan perusahaan, sesuai kebutuhan.
  - i. Dalam hal perusahaan menganggap perlu menggunakan konsultan manajemen risiko independen untuk melakukan penelaahan kembali atas proses manajemen risiko yang telah ditetapkan perusahaan, maka tugas KPMR adalah:
    - Memberikan masukan tentang kinerja dan kompetensi konsultan.
    - Melakukan monitoring pekerjaan konsultan melalui satuan kerja manajemen risiko.
3. KPMR melaporkan semua hasil-hasil evaluasi yang telah dilakukan kepada Dewan Komisaris.
- b. Evaluating the risk assessments conducted by the risk management work unit regarding significant investment plans of the Company.
  - c. Reviewing the risk management process for proposed corporate actions.
  - d. Overseeing the activities of the risk management work unit in monitoring the implementation of risk mitigation strategies by related work units.
  - e. Supervising the execution of recommendations from the Board of Commissioners to the Board of Directors concerning risk management matters.
  - f. Analyzing and providing recommendations on the proposed company activity and budget plan (RKAP) and conducting an annual review of the company's long-term plan (RJPP) prepared by the Board of Directors.
  - g. Reviewing risk information and the company's risk management process in periodic reports (quarterly and annually) that are submitted to shareholders through the following processes:
    - Discussions with management.
    - Reviewing the draft report to be submitted.
  - h. Monitoring discussions of significant risks within units of the company as necessary.
  - i. If the company finds it necessary to engage an independent risk management consultant to assess the established risk management process, the duties of the KPMR include:
    - Providing input on the consultant's performance and competence.
    - Monitoring the consultant's work in cooperation with the risk management work unit.
3. The KPMR is responsible for reporting all evaluation results to the Board of Commissioners

## Komite di Bawah Direksi

*Committee Under the Board of Directors*

### KOMITE VERIFIKASI KINERJA PEKERJA

Komite Verifikasi Kinerja Pekerja merupakan komite yang dibentuk guna mendukung Direksi dalam melakukan percepatan progres verifikasi kinerja pekerja dan dalam rangka mewujudkan pelaksanaan sistem manajemen kinerja pekerja.

### EMPLOYEE PERFORMANCE VERIFICATION COMMITTEE

The Employee Performance Verification Committee is a committee formed to support the Board of Directors in accelerating the progress of worker performance verification and in order to realize the implementation of the worker performance management system.

### Tugas dan Tanggung Jawab Komite Verifikasi Kinerja Pekerja

Sebagai organ pendukung Direksi, Komite Verifikasi Kinerja Pekerja secara khusus memiliki tugas dan tanggung jawab untuk melaksanakan hal-hal yang diperlukan oleh Direksi dalam pelaksanaan sistem manajemen kinerja pekerja Perseroan.

### Komposisi Keanggotaan Komite Verifikasi Kinerja Pekerja

Komposisi keanggotaan Komite Verifikasi Kinerja Pekerja di tahun 2024 adalah sebagai berikut:

**Tabel Komposisi Keanggotaan Komite Verifikasi Kinerja Pekerja**

| Nama /<br>Name       | Jabatan /<br>Position                                             | Kedudukan /<br>Position       |
|----------------------|-------------------------------------------------------------------|-------------------------------|
| Buntar Ris Wirawan   | Vice President of Non Transport Commercialization                 | Kantor Pusat /<br>Head Office |
| Riyanta              | Vice President of Freight Marketing, Sales, and Customer Care     | Kantor Pusat /<br>Head Office |
| Roestono             | Vice President of Passenger Ticketing Sales                       | Kantor Pusat /<br>Head Office |
| Agus Laksana Susanto | Vice President of Train Operation Control and Evaluation          | Kantor Pusat /<br>Head Office |
| Muhammad Arifudin    | Vice President of Infrastructure Assets                           | Kantor Pusat /<br>Head Office |
| Nyoman Pasek Priatno | Vice President of Rolling Stock Assets                            | Kantor Pusat /<br>Head Office |
| Sigit Winarto        | Vice President of Safety                                          | Kantor Pusat /<br>Head Office |
| Bachoirullazi        | Vice President of Project Planning                                | Kantor Pusat /<br>Head Office |
| Andi Gumilar         | Vice President of Evaluation, Monitoring and Administration       | Kantor Pusat /<br>Head Office |
| Arman Hidayat        | Vice President of Quality Assurance and Good Corporate Governance | Kantor Pusat /<br>Head Office |
| Edy Setiawan         | Vice President of Dissemination and Risk Management Procedure     | Kantor Pusat /<br>Head Office |
| Achmad Hermansjah    | Vice President of Budgeting                                       | Kantor Pusat /<br>Head Office |
| Sandra Pridaswara    | Vice President of Corporate Social Responsibility                 | Kantor Pusat /<br>Head Office |

### Independensi Komite Verifikasi Kinerja Pekerja

Komite Verifikasi Kinerja Pekerja dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Verifikasi Kinerja Pekerja tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

### Duties and Responsibilities of the Employee Performance Verification Committee

As a supporting organ of the Board of Directors, the Employee Performance Verification Committee specifically has the duties and responsibilities to carry out matters required by the Board of Directors in implementing the Company's worker performance management system.

### Composition of the Membership of the Employee Performance Verification Committee

The composition of the membership of the Employee Performance Verification Committee in 2024 is as follows:

**Table of Membership Composition of the Employee Performance Verification Committee**

### Independence of the Employee Performance Verification Committee

The Employee Performance Verification Committee operates independently in fulfilling its duties and responsibilities. It is free from any influences that could impact its professional functioning, particularly those arising from relationships with the Company's management or shareholders. The Company ensures that all members of the Employee Performance Verification Committee have no ties to members of the Board of Directors, the Board of Commissioners, or controlling shareholders.



Rapat Komite Verifikasi Kinerja Pekerja

Di tahun 2024, Komite Verifikasi Kinerja Pekerja telah menyelenggarakan rapat sejumlah 3 (tiga) kali rapat. Informasi rapat Komite Verifikasi Kinerja Pekerja adalah sebagai berikut:

Tabel Rapat Komite Verifikasi Kinerja Pekerja tahun 2024

| Tanggal / Date                         | Agenda Rapat / Meeting Agenda                                                                                                               | Peserta Rapat / Meeting Participants | Jabatan / Position                                                | Kedudukan / Assigned At    |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------|----------------------------|
| 5-7 Februari 2024 / February 5-7, 2024 | Konsinyering Verifikasi Penilaian Akhir Kinerja Pekerja KPI Tahun 2023 / Verification of Final Assessment of KPI Worker Performance in 2023 | Irlangga                             | Vice President of Evaluation, Monitoring and Administration       | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Susan Arimbi                         |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Aries Kusnandar                      |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Kiki Rejeki                          | Vice President of Freight Marketing, Sales, and Customer Care     | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Putri Yulia                          |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Johan Adi Saputra                    |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Adi Sukasno                          | Vice President of Passenger Ticketing Sales                       | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Meli Yuslinawati                     |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Cahyo Adi Nugroho                    |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Gatot Hermanto Kalisman              | Vice President of Dissemination and Risk Management Procedure     | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Amanda Zwilia Monica                 |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Dyah Ayu Pitra W.                    |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Ahmad Akbar                          | Vice President of Budgeting                                       | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Achmad Fauzi                         |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Arman Hidayat                        |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Toufan Akbar                         | Vice President of Quality Assurance and Good Corporate Governance | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Samsudin                             |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Toni Sugiarto                        |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Sugeng Prasetyo A                    | Vice President of Corporate Social Responsibility                 | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Opik Nandika                         |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Adhi Budi Pratomo                    |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Apriliani Sayekti Handayani          | Vice President of Non Transport Commercialization                 | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Fitria Adi Permana                   |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Didit Yogi Utomo                     |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Yanuarso Suprayogi                   | Vice President of Infrastructure Assets                           | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Aldi                                 |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Teguh Widodo                         |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Isnan Nugraha                        | Vice President of Rolling Stock Assets                            | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Dedy Erlangga                        |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Eka Ariyanti                         |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Andy Supriadi                        | Vice President of Project Planning                                | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Mona Insaniati                       |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Lukman Hakim B                       |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Dwi Setianto                         | Vice President of Safety                                          | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Kukuh Hery Prabowo                   |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Srimiyanto                           |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             | Asep Djaenudin                       | Vice President of Train Operation Control and Evaluation          | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             |                                      |                                                                   | Kantor Pusat / Head Office |
|                                        |                                                                                                                                             |                                      |                                                                   | Kantor Pusat / Head Office |

Meetings of the Employee Performance Verification Committee

In 2024, the Employee Performance Verification Committee has conducted 3 (three) meetings. Detailed information regarding these meetings is as follows:

Employee Performance Verification Committee Meeting Table 2024

| Tanggal /<br>Date                   | Agenda Rapat /<br>Meeting Agenda                                                                                                                  | Peserta Rapat /<br>Meeting Participants | Jabatan /<br>Position                                                | Kedudukan /<br>Assigned At |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------|----------------------------|
| 15-16 Mei 2024 /<br>May 15-16, 2024 | Konsinyering Verifikasi<br>Perencanaan Kinerja<br>Pekerja KPI Tahun 2024 /<br>KPI Worker Performance<br>Planning Verification<br>Consignment 2024 | Irlangga                                | Vice President of Evaluation,<br>Monitoring and Administration       | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Susan Arimbi                            |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Aries Kusnandar                         | Vice President of Freight Marketing,<br>Sales, and Customer Care     | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Kiki Rejeki Amelia                      |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Putri Yulia                             |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Johan Adi Saputra                       | Vice President of Passenger Ticketing<br>Sales                       | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Adi Sukasno                             |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Adityadarna Ari E                       |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Cahyo Adi Nugroho                       | Vice President of Dissemination and<br>Risk Management Procedure     | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Purwito Eko Atmadi                      |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Nuraini Hari Putri                      |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Ahmad Akbar                             | Vice President of Budgeting                                          | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Disman Takoh                            |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Achmad Fauzi                            |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Toufan Akbar                            | Vice President of Quality Assurance<br>and Good Corporate Governance | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Ramdan Mustakim                         |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Samsudin                                |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Sugeng Prasetyo A                       | Vice President of Corporate Social<br>Responsibility                 | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Pahreza Nugraha                         |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Fitria Adi Permana                      | Vice President of Non Transport<br>Commercialization                 | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Apriliani                               |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Zuesti Selviani                         |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | M Arifudin                              | Vice President of Infrastructure<br>Assets                           | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Didit Yogi U                            |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Yanuarso Suprayogi                      |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Waldiman                                | Vice President of Rolling Stock Assets                               | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Roni Fransiska                          | Vice President of Project Planning                                   | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Puput Chandra K.                        |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Aris Rizky Kurniawan                    | Vice President of Safety                                             | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Agung Setiawan                          |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Stefani Avelliana Megaranti (P)         |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Kukuh Hery Prabowo                      | Vice President of Train Operation<br>Control and Evaluation          | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Asep Djaenudin                          |                                                                      | Kantor Pusat / Head Office |
|                                     |                                                                                                                                                   | Toni Hariyanto                          |                                                                      | Kantor Pusat / Head Office |

| Tanggal /<br>Date                              | Agenda Rapat /<br>Meeting Agenda                                                                                    | Peserta Rapat /<br>Meeting Participants | Jabatan /<br>Position                                                                                              | Kedudukan /<br>Assigned At |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------|
| 27-29 Agustus<br>2024 / August 27-<br>29, 2024 | Konsinyering Verifikasi<br>Penilaian Semester 1<br>Tahun 2024 / Verification<br>of Semester 1 Assessment<br>of 2024 | Irma Estiyani                           | Vice President of Evaluation,<br>Monitoring and Administration                                                     | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Susan Arimbi                            |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Riyanta                                 | Vice President of Freight Marketing,<br>Sales, and Customer Care<br>Vice President of Passenger Ticketing<br>Sales | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Yulia Setiowati                         |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Aries Kusnandar                         |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Estuning Ajeng Rega Aprillia            |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Johan Adi Saputra                       |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Adityadarna Ari Ekantoputro             | Vice President of Dissemination and<br>Risk Management Procedure                                                   | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Adi Sukasno                             |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Agustari Wira Susanti                   |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Amanda Zwilia Monica                    | Vice President of Budgeting                                                                                        | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Nadhira Luthfisari Lathifah             |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Ahmad Akbar                             |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Disman Takoh                            | Vice President of Quality Assurance<br>and Good Corporate Governance                                               | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Bagus Saputra                           |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Ichwan                                  |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Arizal                                  | Vice President of Corporate Social<br>Responsibility<br>Vice President of Non Transport<br>Commercialization       | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Apriliani Sayekti Handayani             |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Fitria Adi Permana                      |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Zuesti Selviani                         |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Didit Yogi Utomo                        |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Agus Suwarno                            |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Moh.Lukman                              | Vice President of Infrastructure<br>Assets<br>Vice President of Rolling Stock Assets                               | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Teguh Widodo                            |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Muhammad Firdaus                        |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Nyoman Pasek Priatno                    |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Puput Chandra K                         |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Andy Supriadi                           | Vice President of Project Planning                                                                                 | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Nuke Maya Ardiana                       |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Aniza Candraloka                        |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Gabriella Veronica                      | Vice President of Safety                                                                                           | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Kukuh Hery P.                           |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Asep Djaenudin                          |                                                                                                                    | Kantor Pusat / Head Office |
|                                                |                                                                                                                     | Toni Hariyanto                          | Vice President of Train Operation<br>Control and Evaluation                                                        | Kantor Pusat / Head Office |

### Peningkatan Kompetensi Komite Verifikasi Kinerja Pekerja

Di sepanjang tahun 2024, tidak terdapat pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Verifikasi Kinerja Pekerja.

### Laporan Singkat Pelaksanaan Kegiatan Komite Verifikasi Kinerja Pekerja Tahun 2024

Komite Verifikasi Kinerja Pekerja melaksanakan kegiatan verifikasi penilaian kinerja terhadap pekerja berdasarkan Keputusan Direksi No. SK.U/KO.101/IX/5/KA-2018 tanggal 5 September 2018. Sesuai peraturan tersebut, verifikasi

### Employee Performance Verification Committee Competency Development

Throughout 2024, there was no training and/or competency development attended by members of the Employee Performance Verification Committee.

### Brief Report on Employee Performance Verification Committee Activities In 2024

The Employee Performance Verification Committee conducts performance assessments for workers based on the Decree of the Board of Directors No. SK.U/KO.101/IX/5/KA-2018 dated September 5, 2018. In accordance with this regulation,

dilakukan oleh 34 (tiga puluh empat) anggota verifikator yang telah ditetapkan. Anggota verifikator tersebut dibantu oleh Tim SDM Daerah, yang melakukan Verifikasi Awal Data Dukung Pekerja milik KADAOP-1/KADIVRE-1.

Di tahun 2024, kegiatan Verifikasi Kinerja Pekerja dilaksanakan secara *offline* dengan informasi sebagai berikut:

1. Konsinyering Verifikasi Penilaian Akhir Kinerja Pekerja KPI Tahun 2023 dilaksanakan pada 5-7 Februari 2024;
2. Konsinyering Verifikasi Perencanaan Kinerja Pekerja KPI Tahun 2024 dilaksanakan pada 15-16 Mei 2024; dan
3. Konsinyering Verifikasi Penilaian Semester 1 Tahun 2024 dilaksanakan pada 27-29 Agustus 2024.

### KOMITE KESELAMATAN TINGKAT PUSAT

Komite Keselamatan Tingkat Pusat merupakan komite yang dibentuk untuk mendukung Direksi dalam mengatur Sistem Manajemen Keselamatan Perkeretaapian. Sebagai organ pendukung Direksi, Komite Keselamatan bertanggung jawab secara langsung kepada Direktur Utama.

#### Tugas dan Tanggung Jawab Komite Keselamatan Tingkat Pusat

Sesuai dengan Keputusan Direksi PT Kereta Api Indonesia (Persero) No SK.U/KO.101/I/2/KA-2024 Tentang Perubahan Atas Keputusan Direksi No SK.U/KO.101/IV/1/KA/2020 Tentang Pembentukan Komite Keselamatan Tingkat Pusat pada Pasal 1 ayat kedua tertulis:

- a. Menetapkan kebijakan keselamatan dan kebijakan keamanan Perusahaan;
- b. Menentukan strategi keselamatan dan keamanan untuk mencapai target kinerja keselamatan dan keamanan Perusahaan;
- c. Meninjau profil risiko keselamatan dan keamanan serta upaya pengendalian risikonya;
- d. Menyusun dan memeriksa program kerja dan kinerja keselamatan dan keamanan Perusahaan;
- e. Melakukan pembahasan bersama terkait kendala teknis meliputi keselamatan operasi, keselamatan prasarana, keselamatan sarana, dan keamanan yang terjadi pada 1 (satu) bulan sebelumnya yang akan berdampak pada Perusahaan beserta tindak lanjut penanganannya;
- f. Mengambil keputusan terhadap permasalahan keselamatan dan keamanan yang tidak dapat diselesaikan oleh Daerah;
- g. Melakukan keterlibatan dan konsultasi dengan SDM Perusahaan dalam Sistem Manajemen Keselamatan Perkeretaapian (SMKP);

verification is carried out by 34 (thirty-four) appointed verification members, who are assisted by the Regional HR Team. This team is responsible for the initial verification of supporting worker data for KADAOP-1/KADIVRE-1.

In 2024, the Employee Performance Verification activities were conducted offline, with the following information to be provided:

1. The Verification Consignment of the Final Assessment of KPI Employees' Performance in 2023 was held on February 5-7, 2024;
2. The Verification Consignment of KPI Employees' Performance Planning in 2024 was held on May 15-16, 2024; and
3. The Verification Consignment of Semester 1 Assessment in 2024 was held on August 27-29, 2024.

### CENTRAL SAFETY COMMITTEE

The Central Safety Committee is established to support the Board of Directors in managing the Railway Safety Management System. This committee, as a supporting body of the Board of Directors, is directly accountable to the President Director.

#### Duties and Responsibilities of the Central Safety Committee

As outlined in the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) No. SK.U/KO.101/I/2/KA-2024, which amends the previous decree No. SK.U/KO.101/IV/1/KA/2020 regarding the establishment of the Central Safety Committee, Article 1, paragraph two states:

- a. Establish the Company's safety and security policies;
- b. Determine safety and security strategies to achieve the Company's performance targets;
- c. Review the safety and security risk profile and assess risk control measures;
- d. Prepare and evaluate the company's safety and security work program and performance;
- e. Conduct joint discussions on technical constraints related to operational safety, infrastructure safety, facility safety, and security that occurred in the previous month, assessing their potential impact on the company and following up as necessary;
- f. Make decisions regarding safety and security issues that cannot be resolved at the regional level;
- g. Engage and consult with Company HR in relation to the Railway Safety Management System (SMKP);

- h. Melakukan tinjauan penerapan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) dan Sistem Manajemen Pengamanan (SMP) untuk peningkatan secara berkelanjutan;
  - i. Mengevaluasi efektivitas penggunaan alat pelindung diri, peralatan keselamatan kerja, peralatan penanganan keadaan darurat, cara kerja, proses kerja, kondisi lingkungan kerja dan pengelolaan lingkungan hidup;
  - j. Mengevaluasi kebijakan Perusahaan, serta implementasi peraturan perundang-undangan dan peraturan lainnya yang relevan di bidang keselamatan perkeretaapian, keselamatan dan kesehatan kerja, serta keamanan;
  - k. Melakukan pertemuan rutin yang dilaksanakan setiap hari Kamis di minggu pertama setiap bulannya dan dalam hal diperlukan, pelaksanaan pertemuan rutin dapat dilaksanakan sesuai dengan kebutuhan Komite Keselamatan; dan
  - l. Berkoordinasi dengan pihak internal dan/atau eksternal Perusahaan terkait dengan permasalahan keselamatan operasional kereta api, keselamatan dan Kesehatan kerja, serta keamanan.
- h. Review the implementation of the Railway Safety Management System (SMKP) and the Security Management System (SMP) for continuous improvement.
  - i. Evaluate the effectiveness of personal protective equipment, work safety equipment, emergency response tools, work methods, work processes, work environment conditions, and environmental management.
  - j. Assess company policies, as well as the implementation of laws and other relevant regulations concerning railway safety, occupational safety and health, and security.
  - k. Conduct routine meetings on Thursdays during the first week of each month, with additional meetings scheduled as necessary.
  - l. Coordinate with internal and/or external parties regarding issues of railway operational safety, occupational safety and health, and security.

#### Struktur dan Keanggotaan Komite Keselamatan Tingkat Pusat

Komposisi keanggotaan Komite Keselamatan Tingkat Pusat di tahun 2024 adalah sebagai berikut:

#### Structure and Membership of the Central Safety Committee

The composition of the Central Safety Committee for 2024 is as follows:

**Tabel Komposisi Keanggotaan Komite Keselamatan Tingkat Pusat**

**Table of Composition of Membership of the Central Safety Committee**

| No | Jabatan / Position                                                                                                           | Kedudukan / Position       |
|----|------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 1  | Direktur Utama / President Director                                                                                          | Pembina / Supervisor       |
| 2  | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                                 | Ketua / Head               |
| 3  | Direktur SDM dan Umum / Managing Director of HC and General Affairs                                                          | Wakil Ketua / Vice Head    |
| 4  | Vice President of Safety                                                                                                     | Sekretaris 1 / Secretary 1 |
| 5  | Vice President of Safety Standard                                                                                            | Sekretaris 2 / Secretary 2 |
| 6  | Direktur Niaga / Managing Director of Commerce                                                                               | Anggota / Member           |
| 7  | Direktur Operasi / Managing Director of Operations                                                                           | Anggota / Member           |
| 8  | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                         | Anggota / Member           |
| 9  | Direktur Perencanaan Strategis dan Pengelolaan Sarana / Managing Director of Strategic Planning and Rolling Stock Management | Anggota / Member           |
| 10 | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations          | Anggota / Member           |
| 11 | Direktur Keuangan dan manajemen Risiko / Managing Director and Risk Management                                               | Anggota / Member           |



| No | Jabatan /<br>Position                                                      | Kedudukan /<br>Position                                                                     |
|----|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| 12 | Executive Vice President of Freight Marketing and Sales                    | Anggota Bidang Niaga / Member of Commerce Division                                          |
| 13 | Executive Vice President of Passenger Transport Marketing and Sales        | Anggota Bidang Niaga / Member of Commerce Division                                          |
| 14 | Executive Vice President of Operation Management                           | Anggota Bidang Operasi / Member of Operations Division                                      |
| 15 | Executive Vice President of Operation Personnel                            | Anggota Bidang Operasi / Member of Operations Division                                      |
| 16 | Executive Vice President of Signalling, Telecommunication, and Electricity | Anggota Bidang Sintelis / Member of Signalling, Telecommunication, and Electricity Division |
| 17 | Executive Vice President of Track and Bridge                               | Anggota Bidang Jalan Rel dan Jembatan / Member of Track and Bridge Division                 |
| 18 | Executive Vice President of Rollingstock Maintenance                       | Anggota Bidang Sarana / Member of Rolling Stock Division                                    |
| 19 | Executive Vice President of Technical Engineering and Rollingstock Aset    | Anggota Bidang Sarana / Member of Rolling Stock Division                                    |
| 20 | Executive Vice President of Security                                       | Anggota Bidang Keamanan / Member of Security Division                                       |

#### Independensi Komite Keselamatan Tingkat Pusat

Komite Keselamatan Tingkat Pusat dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Keselamatan Tingkat Pusat tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

#### Rapat Komite Keselamatan Tingkat Pusat

Di tahun 2024, Komite Keselamatan Tingkat Pusat telah menyelenggarakan rapat sejumlah 12 kali rapat. Informasi rapat Komite Keselamatan Tingkat Pusat adalah sebagai berikut:

#### Independence of the Central Safety Committee

The Central Safety Committee operates independently in fulfilling its duties and responsibilities. It is free from influences that could compromise its professional integrity, particularly those arising from affiliations with the Company's management or shareholders. Furthermore, the Company ensures that all members of the Central Safety Committee have no ties to the Board of Directors, the Board of Commissioners, or controlling shareholders.

#### Central Safety Committee Meetings

In 2024, the Central Safety Committee has conducted 12 meetings. Details regarding these meetings are as follows:

**Tabel Rapat Komite Keselamatan Tingkat Pusat tahun 2024**      **Central Safety Committee Meeting Table 2024**

| Tanggal /<br>Date                       | Agenda Rapat /<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Peserta Rapat /<br>Meeting Participants | Kehadiran /<br>Attendance | Alasan<br>Ketidakhadiran<br>/ Reason for<br>Absence |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|-----------------------------------------------------|
| 25 Januari 2024 /<br>January 25, 2024   | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D5, TJ, TS, SK, SSD, SSS                | 30%                       | -                                                   |
| 16 Februari 2024 /<br>February 16, 2024 | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D3, OP, TJ, TS, RR, SK, SSS, SSD        | 40%                       | -                                                   |
| 28 Maret 2024 /<br>March 28, 2024       | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D5, CF, TS, RT, RR, SK, SSS             | 35%                       | -                                                   |
| 23 April 2024 / April<br>23, 2024       | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D5, OP, TJ, TS, SK, SSS                 | 30%                       | -                                                   |
| 29 Mei 2024 / May<br>29, 2024           | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D5, OP, SSD, SSS                        | 20%                       | -                                                   |

| Tanggal /<br>Date                            | Agenda Rapat /<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Peserta Rapat<br>/ Meeting<br>Participants   | Kehadiran /<br>Attendance | Alasan<br>Ketidakhadiran<br>/ Reason for<br>Absence |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------|-----------------------------------------------------|
| 28 Juni 2024 / June<br>28, 2024              | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | DU, D3, D5, OM, OP, TS, RR, RT, SSS, SSD     | 50%                       | -                                                   |
| 26 Juli 2024 / July<br>26, 2024              | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D3, D5, OM, OP, TJ, TS, RR, RT, SK, SSS, SSD | 55%                       | -                                                   |
| 23 Agustus 2024 /<br>August 23, 2024         | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D3, D5, OM, OP, TS, SK, SSS, SSD             | 40%                       | -                                                   |
| 19 September 2024<br>/ September 19,<br>2024 | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D5, OP, TJ, RR, SSS                          | 25%                       | -                                                   |
| 9 Oktober 2024 /<br>October 9, 2024          | <p>Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br/>/ Topics of discussion for the Central Safety Committee Meeting include:</p> <ol style="list-style-type: none"> <li>1. Notulen rapat sebelumnya; / Minutes of previous meetings;</li> <li>2. Kinerja Keselamatan; / Safety Performance;</li> <li>3. Monitoring <i>Safety Action</i> atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;</li> <li>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;</li> <li>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;</li> <li>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and</li> <li>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation.</li> </ol> | D5, D3, OM, TS, RR, RT, SK, SSS              | 40%                       | -                                                   |

| Tanggal /<br>Date                       | Agenda Rapat /<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Peserta Rapat<br>/ Meeting<br>Participants   | Kehadiran /<br>Attendance | Alasan<br>Ketidakhadiran<br>/ Reason for<br>Absence |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------|-----------------------------------------------------|
| 6 November 2024 /<br>November 6, 2024   | Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br>/ Topics of discussion for the Central Safety Committee Meeting include:<br>1. Notulen rapat sebelumnya; / Minutes of previous meetings;<br>2. Kinerja Keselamatan; / Safety Performance;<br>3. Monitoring Safety Action atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;<br>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;<br>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;<br>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and<br>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation. | D2, D5, CF, OP, TJ, RR, RT, SK, SSS          | 45%                       | -                                                   |
| 20 Desember 2024 /<br>December 20, 2024 | Topik bahasan Rapat Komite Keselamatan Tingkat Pusat diantaranya adalah:<br>/ Topics of discussion for the Central Safety Committee Meeting include:<br>1. Notulen rapat sebelumnya; / Minutes of previous meetings;<br>2. Kinerja Keselamatan; / Safety Performance;<br>3. Monitoring Safety Action atas rekomendasi kejadian kecelakaan; / Safety Action Monitoring on accident recommendations;<br>4. Monitoring Tindak Lanjut atas temuan audit internal/eksternal SMKP; / Follow-up Monitoring on SMKP internal/external audit findings;<br>5. Kecelakaan/Insiden/Gangguan yang terjadi di bulan sebelumnya; / Accidents/Incidents/Disruptions that occurred in the previous month;<br>6. Isu keselamatan yang sedang menjadi perhatian khusus; dan / Safety issues that are currently of particular concern; and<br>7. Tinjauan manajemen implementasi SMKP. / Management review of SMKP implementation. | D5, D3, OM, OP, TJ, TS, RR, RT, SK, SSS, SSD | 55%                       | -                                                   |

### Peningkatan Kompetensi Komite Keselamatan Tingkat Pusat

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Keselamatan Tingkat Pusat di tahun 2024 adalah sebagai berikut:

### Competency Development of Central Safety Committee

Information on training and/or competency development attended by members of the Central Safety Committee in 2024 is as follows:

Tabel Kompetensi Komite Keselamatan Tingkat Pusat tahun 2024

Central Safety Committee Competency Table 2024

| Nama /<br>Name               | Jabatan /<br>Position                                                                                                           | Jenis Pelatihan dan Materi<br>Pelatihan / Training Types<br>and Training Materials | Waktu dan Tempat<br>Pelaksanaan / Time and<br>Location of Implementation | Penyelenggara /<br>Organizer |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------|
| Didiek Hartantyo             | Direktur Utama / President Director                                                                                             | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
| Surya Hadis Palapa           | Direktur Niaga / Managing Director of<br>Commerce                                                                               | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
| Awan Hermawan<br>Purwadinata | Direktur Operasi / Managing Director of<br>Operations                                                                           | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
|                              |                                                                                                                                 | Training Program for<br>Safety Management                                          | Tokyo, 21-25 Oktober 2024 /<br>Tokyo, October 21-25, 2024                | JR East                      |
| John Robertho                | Direktur Perencanaan Strategis dan<br>Pengelolaan Sarana / Managing Director of<br>Strategic Planning and Facilities Management | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
| Dadan Rudiansyah             | Direktur Keselamatan dan Keamanan /<br>Managing Director of Safety and Security                                                 | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
|                              |                                                                                                                                 | Training Program for<br>Safety Management                                          | Tokyo, 21-25 Oktober 2024 /<br>Tokyo, October 21-25, 2024                | JR East                      |
| Rosma Handayani              | Direktur SDM dan Umum / Managing Director of<br>Human Capital and General Affairs                                               | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
| Rudi As Aturridha            | Direktur Pengembangan Usaha dan<br>Kelembagaan / Managing Director of Business<br>Development and Institutional Relations       | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
| Salusra Wijaya               | Direktur Keuangan dan Manajemen Risiko<br>/ Managing Director of Finance and Risk<br>Management                                 | Safety Leadership Level III                                                        | Jakarta, 16 Agustus 2024 /<br>Jakarta, August 16, 2024                   | Synergy Solusi               |
| Krisna Arianto               | Executive Vice President of Freight Marketing<br>and Sales                                                                      | Safety Leadership Level II                                                         | Bandung, 27 Agustus 2024 /<br>Bandung, August 27, 2024                   | Synergy Solusi               |
| TLN Ahmad Maliksyah          | Executive Vice President of Passenger<br>Transport Marketing and Sales                                                          | Safety Leadership Level II                                                         | Bandung, 26 Agustus 2024 /<br>Bandung, August 26, 2024                   | Synergy Solusi               |

| Nama / Name                    | Jabatan / Position                                                         | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation | Penyelenggara / Organizer |
|--------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------|
| Hendra Wahyono                 | Executive Vice President of Operation Management                           | Safety Leadership Level II                                                   | Bandung, 27 Agustus 2024 / Bandung, August 27, 2024                | Synergy Solusi            |
| Iqbal T Iskandar               | Executive Vice President of Operation Personnel                            | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |
| Sukamto                        | Executive Vice President of Track and Bridge                               | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |
| Wahyu Cahyono                  | Executive Vice President of Signalling, Telecommunication, and Electricity | Safety Leadership Level II                                                   | Bandung, 27 Agustus 2024 / Bandung, August 27, 2024                | Synergy Solusi            |
| Dominicus Agung Wawan Purnawan | Executive Vice President of Rollingstock Maintenance                       | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |
| Muh. Saiful Alam               | Executive Vice President of Technical Engineering and Rollingstock Asset   | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |
| Nana Rukmana                   | Executive Vice President of Security                                       | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |
| Sigit Winarto                  | Vice President of Safety                                                   | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |
| Agus Barkah Nugraha            | Vice President of Safety Standards                                         | Safety Leadership Level II                                                   | Bandung, 26 Agustus 2024 / Bandung, August 26, 2024                | Synergy Solusi            |

### Laporan Singkat Pelaksanaan Kegiatan Komite Keselamatan Tingkat Pusat Tahun 2024

Di tahun 2024, Komite Keselamatan Tingkat Pusat telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Menetapkan kebijakan keselamatan dan kebijakan keamanan Perusahaan.
2. Menentukan strategi keselamatan dan keamanan untuk mencapai target kinerja keselamatan dan keamanan Perusahaan.
3. Meninjau profil risiko keselamatan dan keamanan serta upaya pengendalian risikonya.
4. Menyusun dan memeriksa program kerja dan kinerja keselamatan dan keamanan Perusahaan
5. Melakukan pembahasan bersama terkait kendala teknis meliputi keselamatan operasi, keselamatan prasarana, keselamatan sarana, dan keamanan yang terjadi pada 1 (satu) bulan sebelumnya yang akan berdampak pada perusahaan beserta tindak lanjut penanganannya.
6. Mengambil keputusan terhadap permasalahan keselamatan dan keamanan yang tidak dapat diselesaikan oleh Daerah.
7. Melakukan keterlibatan dan konsultasi dengan SDM Perusahaan dalam Sistem Manajemen Keselamatan Perkeretaapian (SMKP).
8. Melakukan tinjauan penerapan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) dan Sistem Manajemen Pengamanan (SMP) untuk peningkatan secara berkelanjutan.
9. Mengevaluasi efektivitas penggunaan alat pelindung diri, peralatan keselamatan kerja, peralatan penanganan keadaan darurat, cara kerja, proses kerja, kondisi lingkungan kerja dan pengelolaan lingkungan hidup.

### Brief Report on the Implementation of the Central Safety Committee's Activities In 2024

In 2024, the Central Safety Committee has successfully fulfilled the following duties and responsibilities:

1. Establish the Company's safety and security policies.
2. Determine the safety and security strategy to achieve the Company's safety and security performance targets.
3. Review the safety and security risk profile and its risk control efforts.
4. Prepare and review the Company's safety and security work program and performance
5. Conduct joint discussions related to technical constraints including operational safety, infrastructure safety, facility safety, and security that occurred in the previous 1 (one) month that will impact the company along with follow-up handling.
6. Make decisions on safety and security issues that cannot be resolved by the Region.
7. Conduct involvement and consultation with Company HR in the Railway Safety Management System (SMKP).
8. Conduct a review of the implementation of the Railway Safety Management System (SMKP) and Security Management System (SMP) for continuous improvement.
9. Evaluate the effectiveness of the use of personal protective equipment, work safety equipment, emergency response equipment, work methods, work processes, work environment conditions and environmental management.



10. Mengevaluasi kebijakan perusahaan, serta implementasi peraturan perundang-undangan dan peraturan lainnya yang relevan di bidang keselamatan perkeretaapian, keselamatan dan Kesehatan kerja, serta keamanan.
11. Melakukan pertemuan rutin yang dilaksanakan setiap hari Kamis di minggu pertama setiap bulannya dan dalam hal ini diperlukan, pelaksanaan pertemuan rutin dapat dilaksanakan sesuai dengan kebutuhan Komite Keselamatan.
12. Berkoordinasi dengan pihak internal dan/atau eksternal Perusahaan terkait dengan permasalahan keselamatan operasional kereta api, keselamatan dan Kesehatan kerja, serta keamanan.

### KOMITE TEKNOLOGI INFORMASI

Sesuai dengan Peraturan Menteri BUMN No. PER-2/MBU/03/2023, Komite Teknologi Informasi adalah komite yang dibentuk oleh Direksi untuk menjalankan fungsi tata kelola teknologi informasi di BUMN. Komite ini berperan dalam menyelaraskan strategi TI dengan bisnis, mengelola risiko TI, mengawasi penggunaan sumber daya dan investasi TI, serta memastikan penerapan kebijakan dan prosedur TI yang sesuai dengan prinsip tata kelola perusahaan yang baik.

#### Tugas dan Tanggung Jawab Komite Teknologi Informasi

Komite Teknologi Informasi memiliki tugas dan tanggung jawab sebagai berikut:

1. Memastikan kebijakan tata kelola teknologi informasi Perusahaan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
2. Memastikan keselarasan rencana strategis teknologi informasi Perusahaan dengan rencana jangka panjang perusahaan (RJPP);
3. Memastikan implementasi rencana strategis teknologi informasi Perusahaan yang dituangkan dalam rencana kerja anggaran Perusahaan (RKAP);
4. Mengevaluasi, mengarahkan, dan memantau implementasi penyelenggaraan teknologi informasi sesuai dengan rencana strategis teknologi informasi, dan
5. Mengarahkan dan memantau investasi teknologi informasi di Perusahaan sesuai dengan rencana strategis teknologi informasi di Perusahaan.

#### Komposisi Keanggotaan Komite Teknologi Informasi

Komposisi keanggotaan Komite Teknologi Informasi di tahun 2024 sesuai Keputusan Direksi PT Kereta Api Indonesia (Persero) No. SK.U/KO.101/II/2/KA-2024 dan telah disesuaikan

10. Evaluate company policies, as well as the implementation of laws and regulations and other relevant regulations in the field of railway safety, occupational safety and health, and security.
11. Conduct routine meetings held every Thursday in the first week of each month and in this case it is necessary, the implementation of routine meetings can be carried out according to the needs of the Safety Committee.
12. Coordinate with internal and/or external parties of the Company regarding issues of train operational safety, occupational safety and health, and security.

### INFORMATION TECHNOLOGY COMMITTEE

In line with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, the Information Technology Committee is a committee established by the Board of Directors to carry out the function of information technology governance in State-Owned Enterprises, playing a role in aligning IT strategy with business, managing IT risks, overseeing the use of IT resources and investments, and ensuring the implementation of IT policies and procedures following good corporate governance principles.

#### Duties and Responsibilities Of Information Technology Committee

The Information Technology Committee is responsible for the following duties:

1. Ensure the compliance of the Company's information technology governance policy with the provisions of applicable laws and regulations;
2. Ensure the alignment between the Company's information technology strategic plan and its long-term plan (RJPP);
3. Ensure the implementation of the Company's information technology strategic plan as outlined in the Company's work plan and budget (RKAP);
4. Evaluate, direct, and monitor the implementation of information technology under the information technology strategic plan, and
5. Direct and monitor information technology investment in the Company in accordance with the Company's information technology strategic plan.

#### Membership Composition of Information Technology Committee

The composition of the Information Technology Committee membership in 2024 according to the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) No. SK.U/

dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara adalah sebagai berikut:

KO.101/II/2/KA-2024 and has been adjusted to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises is as follows:

**Tabel Komposisi Keanggotaan Komite Teknologi Informasi**

**Table of Information Technology Committee Membership Composition**

| Nama / Name                                                                            | Jabatan / Position                                                                                                  | Kedudukan / Position                                                 |
|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Komite Pengarah Teknologi Informasi / Information Technology Steering Committee</b> |                                                                                                                     |                                                                      |
| Salusra Wijaya                                                                         | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                           | Ketua / Head                                                         |
| Rudi As Aturiddha                                                                      | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations | Wakil Ketua / Vice Head                                              |
| Albertus Indarko Wiyogo                                                                | Executive Vice President of Information System                                                                      | Anggota Bidang Teknologi / Member of Technology Division             |
| Agus Sobari                                                                            | Executive Vice President of Risk Management                                                                         | Anggota Bidang Manajemen Risiko / Member of Risk Management Division |

#### Independensi Komite Teknologi Informasi

Komite Teknologi Informasi dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Teknologi Informasi tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

#### Independence of Information Technology Committee

The Information Technology Committee operates independently in fulfilling its duties and responsibilities. It is free from influences that could compromise its ability to function professionally, particularly those arising from any affiliations with the Company's management or shareholders. Additionally, the Company has ensured that all members of the Information Technology Committee have no affiliations with members of the Board of Directors, the Board of Commissioners, or controlling shareholders.

#### Rapat Komite Teknologi Informasi

Di tahun 2024, Komite Teknologi Informasi telah menyelenggarakan rapat sejumlah 3 (tiga) kali rapat. Informasi rapat Komite Teknologi Informasi adalah sebagai berikut:

#### Information Technology Committee Meeting

In 2024, the Information Technology Committee has conducted a number of 3 (three) meetings. Information regarding the meetings of the Information Technology Committee is as follows:

**Tabel Rapat Komite Teknologi Informasi tahun 2024**

**Information Technology Committee Meeting Table 2024**

| Tanggal / Date                          | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                  | Peserta Rapat / Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Kehadiran / Attendance       | Alasan Ketidakhadiran / Reason for Absence |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------|
| 21-23 Agustus 2024 / August 21-23, 2024 | Rapat Kerja IT Kantor Pusat, Daerah, dan Anak Perusahaan PT KAI Group dengan tema "Optimizing Quality, Efficiency and Sustainability: Strategies for Future Success" / IT Working Meeting of Head Office, Regional Offices, and Subsidiaries of PT KAI Group with the theme "Optimizing Quality, Efficiency and Sustainability: Strategies for Future Success" | 1. SALUSRA WIJAYA, Direktur Keuangan dan Manajemen Risiko / SALUSRA WIJAYA, Managing Director of Finance and Risk Management<br>2. ALBERTUS INDARKO WIYOGO, Executive Vice President of Information System<br>3. DIDIK WARDOYO, Vice President of IT Planning and Governance<br>4. ERIS IMRON ROSYADI, Vice President of IT Operations<br>5. BAMBANG HERMANTO, Vice President of IT Design and Development<br>6. DODY GUNAWAN, Vice President of Enterprise Resource Planning<br>7. Perwakilan Pekerja Divisi Sistem Informasi Kantor Pusat, LRT, Daerah, dan Anak Perusahaan / Representatives of Employees of the Information Systems Division of the Head Office, LRT, Regions, and Subsidiaries | 82 Peserta / 82 Participants | -                                          |

| Tanggal /<br>Date                             | Agenda Rapat /<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                             | Peserta Rapat /<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Kehadiran /<br>Attendance       | Alasan<br>Ketidakhadiran /<br>Reason for Absence |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------|
| 2 Oktober<br>2024 /<br>October 2,<br>2024     | <p>Rapat Koordinasi Dewan Komisaris – Direksi PT KAI (Persero) / Coordination Meeting of the Board of Commissioners – Board of Directors of PT KAI (Persero)</p> <p>Agenda Rapat: / Meeting Agenda:<br/>Pembahasan RJPP dan RSTI 2025-2029 PT KAI dan Anak Perusahaan / Discussion of RJPP and RSTI 2025-2029 PT KAI and Subsidiaries</p> <p>Notulen No: 08/CG/RIS/KOM-DIR/X/2024 / Minutes No: 08/CG/RIS/KOM-DIR/X/2024</p> | <p>Dewan Komisaris PT KAI (Persero): / Board of Commissioners of PT KAI (Persero):</p> <ol style="list-style-type: none"><li>1. Rochadi, Komisaris Utama / Rochadi, President Commissioner</li><li>2. Endang Tirtana, Komisaris / Endang Tirtana, Commissioner</li><li>3. Diah Natalisa, Komisaris / Diah Natalisa, Commissioner</li><li>4. Chairul Anwar, Komisaris / Chairul Anwar, Commissioner</li><li>5. Sri Paduka Mangkunegoro X, Komisaris / Sri Paduka Mangkunegoro X, Commissioner</li></ol> <p>Direksi PT KAI (Persero): / Board of Directors of PT KAI (Persero)</p> <ol style="list-style-type: none"><li>1. Didiek Hartantyo, Direktur Utama / Didiek Hartantyo, President Director</li><li>2. Hadis Surya Palapa, Direktur Niaga / Hadis Surya Palapa, Managing Director of Commerce</li><li>3. Awan Hermawan P., Direktur Operasi / Awan Hermawan P., Managing Director of Operations</li><li>4. Heru Kuswanto, Direktur Pengelolaan Prasarana / Heru Kuswanto, Managing Director of Infrastructure</li><li>5. John Roberto, Direktur Perencanaan Strategis dan Pengelolaan Sarana / John Roberto, Managing Director of Strategic Planning and Rolling Stock Management</li><li>6. Dadan Rusdiansyah, Direktur Keselamatan dan Keamanan / Dadan Rusdiansyah, Managing Director of Safety and Security</li><li>7. Rosma Handayani, Direktur SDM dan Umum / Rosma Handayani, Managing Director of Human Capital and General Affairs</li><li>8. Rudi As Aturiddha, Direktur Pengembangan Usaha dan Kelembagaan / Rudi As Aturiddha, Managing Director of Business Development and Institutional Relations</li><li>9. Salusra Wijaya, Direktur Keuangan dan Manajemen Risiko / Salusra Wijaya, Managing Director of Finance and Risk Management</li></ol> <p>Organ Pendukung Dewan Komisaris dan Direksi: / Supporting Organs of the Board of Commissioners and Board of Directors:</p> <ol style="list-style-type: none"><li>1. Kismularso Seno Pamungkas, Sekretaris Dewan Komisaris / Kismularso Seno Pamungkas, Secretary of the Board of Commissioners</li><li>2. Ernesto, Komite Audit / Ernesto, Audit Committee</li><li>3. Amelia Setyanti L., Komite Audit / Amelia Setyanti L., Audit Committee</li><li>4. Handy P., Komite Pemantau Manajemen Risiko / Handy P., Risk Management Monitoring Committee</li><li>5. Miranti Gani, Komite Pemantau Manajemen Risiko / Miranti Gani, Risk Management Monitoring Committee</li><li>6. Corina D. R., Komite Nominasi dan Remunerasi / Corina D. R., Nomination and Remuneration Committee</li><li>7. M. Halim P, Staf Sekretaris Dewan Komisaris / M. Halim P, Secretary Staff of the Board of Commissioners</li><li>8. Winda D., Staf Sekretaris Dewan Komisaris / Winda D., Secretary Staff of the Board of Commissioners</li></ol> | 22 Peserta / 22<br>Participants | -                                                |
| 25 November<br>2024 /<br>November 25,<br>2024 | <p>Sosialisasi Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Strategis Teknologi Informasi (RSTI) PT Kereta Api Indonesia (Persero) Tahun 2025-2029 / Dissemination of the Company's Long-Term Plan (RJPP) and the Strategic Information Technology Plan (RSTI) of PT Kereta Api Indonesia (Persero) 2025-2029</p>                                                                                                    | <ol style="list-style-type: none"><li>1. ALBERTUS INDARKO WIYOGO, Executive Vice President of Information Systems</li><li>2. Sigit Winarto, VP of Safety</li><li>3. Muhammad Abrar, EVP of Project Development</li><li>4. Agus Sobari, EVP of Risk Management</li><li>5. Buntar Ris Wirawan, VP of Commercialization Non-Transport</li><li>6. Andi Prasetiawan, VP of Subsidiy</li><li>7. Singgih Priyambodo, VP of Rollingstock LRT</li><li>8. Ricka Oktaria, VP of Procurement &amp; Logistics</li></ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 53 Peserta / 53<br>Participants | -                                                |

**Peningkatan Kompetensi Komite Teknologi Informasi**

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Teknologi Informasi di tahun 2024 adalah sebagai berikut:

**Information Technology Committee Competency Improvement**

Information on training and/or competency improvement attended by members of the Information Technology Committee in 2024 is as follows:

**Tabel Kompetensi Komite Teknologi Informasi tahun 2024**

**Table of Information Technology Committee Competency 2024**

| Nama / Name                      | Jabatan / Position                             | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials                                 | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation                                                      | Penyelenggara / Organizer |
|----------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Albertus Indarko Wiyogo          | Executive Vice President of Information System | Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset" | Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024                                                         | Ekipa Agile Consultancy   |
| Bambang Hermanto                 | Vice President of IT Design and Development    | Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset" | Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024                                                         | Ekipa Agile Consultancy   |
| Didik Wardoyo                    | Vice President of IT Planning and Governance   | Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset" | Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024                                                         | Ekipa Agile Consultancy   |
| Eris Imron Rosyadi               | Vice President of IT Operation                 | Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset" | Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024                                                         | Ekipa Agile Consultancy   |
| Dody Gunawan                     | Vice President of Enterprise Resource Planning | Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset" | Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024                                                         | Ekipa Agile Consultancy   |
| Yohanes Wawan Sugiharto          | Ticketing Project Director                     | Workshop "Transformative Leadership: Building High-Performance teams with a Customer-Centric Growth Mindset" | Grafika Cikole, 6 Agustus 2024 / Grafika Cikole, August 6, 2024                                                         | Ekipa Agile Consultancy   |
| I Ketut Pande Wikardo Mitra Yoga | Vice President of Policy and Regulations       | ISO 27701: 2019 Fundamental                                                                                  | Balai Pendidikan dan Latihan Ir. H. Djuanda, 7 Maret 2024 / Ir. H. Djuanda Education and Training Center, March 7, 2024 | TUV SUD Indonesia         |

### Laporan Singkat Pelaksanaan Kegiatan Komite Teknologi Informasi Tahun 2024

Di tahun 2024, Komite Teknologi Informasi telah melaksanakan tugas dan tanggung jawab sebagai berikut:

- Penyusunan Rencana Strategis Teknologi Informasi (RSTI) untuk tahun 2025-2029 yang *allignt* dengan Rencana Jangka Panjang Perusahaan (RJPP), yang di dalamnya memuat:
  - Peran Teknologi Informasi terhadap pengembangan bisnis termasuk transformasi digital;
  - Organisasi TI;
  - Rencana Pembiayaan TI; dan
  - Peta Jalan TI;
 Dokumen RSTI 2025-2029 disusun bersamaan dengan Dokumen RJPP 2025-2029;
- Implementasi Rencana Strategis TI Tahun 2025-2029 dituangkan dalam penyusunan Rencana Kerja Anggaran Perusahaan untuk Tahun 2025.
- Asesmen IT Maturity Level merupakan salah satu pengukuran efektivitas Tata Kelola Teknologi Informasi mengacu pada framework COBIT. Untuk tahun 2024 Perusahaan telah melakukan Asesmen IT Maturity Level oleh Konsultan Independen dengan skor 3,79 (24 GAMO) dan 3,76 (33 GAMO).
- Pada Mei 2024 dilaksanakan Surveillance ISO 27001:2013 dengan hasil "Recommended to Continue Certificate ISO/IEC 27001:2013 Information Security Management System".

### Brief Report on the Implementation of Information Technology Committee's Activities in 2024

In 2024, the Information Technology Committee has fulfilled the following duties and responsibilities:

- Preparation of the Information Technology Strategic Plan (RSTI) for 2025-2029 that is aligned with the Company's Long-Term Plan (RJPP), which contains:
  - The role of Information Technology in business development, including digital transformation;
  - IT Organization;
  - IT Financing Plan; and
  - IT Roadmap;
 The 2025-2029 RSTI Document is prepared together with the 2025-2029 RJPP Document;
- Implementation of the 2025-2029 IT Strategic Plan is outlined in the preparation of the Company's Work Budget Plan for 2025.
- The IT Maturity Level Assessment is one of the measurements of the Information Technology Governance effectiveness, referring to the COBIT framework. For 2024, the Company conducted an IT Maturity Level Assessment by an Independent Consultant with a score of 3.79 (24 GAMO) and 3.76 (33 GAMO).
- In May 2024, ISO 27001:2013 Surveillance was implemented with the result of "Recommended to Continue Certification ISO/IEC 27001:2013 Information Security Management System".

## KOMITE PENYELESAIAN DAN TINDAK LANJUT HASIL INVESTIGASI DAN HASIL CO/PEMERIKSAAN DAERAH ATAS KEJADIAN KECELAKAAN KERETA API

Komite Penyelesaian dan Tindak Lanjut Hasil Investigasi dan Hasil CO/Pemeriksaan Daerah atas Kejadian Kecelakaan Kereta Api merupakan organ yang dibentuk untuk membantu Direksi dalam menindaklanjuti hasil investigasi dan CO atas kejadian kecelakaan kereta api, menetapkan pejabat yang bertanggung jawab sesuai dengan penyebab yang tertulis di dalam hasil investigasi/CO, menetapkan sanksi, dan menetapkan penghargaan kepada pekerja/masyarakat yang dinilai telah ikut mencegah atau melakukan upaya sehingga kecelakaan KA dapat dihindari. Komite ini melaporkan hasil kerja komite kepada Direktur Utama.

### Tugas Dan Tanggung Jawab Komite

Komite memiliki tugas dan tanggung jawab sebagai berikut:

1. Menindaklanjuti hasil investigasi dan CO atas terjadinya kecelakaan kereta api.
2. Menetapkan pejabat yang bertanggung jawab sesuai dengan penyebab yang tertulis di dalam hasil investigasi atau hasil CO.
3. Menetapkan sanksi bagi pejabat seperti yang dimaksud pada butir 2 di atas.
4. Menetapkan penghargaan kepada pekerja dan atau masyarakat yang dinilai telah ikut mencegah dan atau melakukan upaya sehingga kecelakaan kereta api tersebut dapat dihindari.

### Komposisi Keanggotaan Komite

Komposisi keanggotaan Komite di tahun 2024 adalah sebagai berikut:

Tabel Komposisi Keanggotaan Komite

| No                         | Jabatan / Position                                                                                                                                                                                         | Kedudukan / Position         |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Kantor Pusat / Head Office |                                                                                                                                                                                                            |                              |
| 1                          | Direktur Terkait / Relevant Directors                                                                                                                                                                      | Pengarah / Director          |
| 2                          | Executive Vice President Personnel Care and COnTrol (EMC)                                                                                                                                                  | Ketua / Head                 |
| 3                          | Vice President Industrial Relation                                                                                                                                                                         | Wakil Ketua 1 / Depuy Head 1 |
| 4                          | Vice President Personnel Administration                                                                                                                                                                    | Wakil Ketua 2 / Depuy Head 2 |
| 5                          | Manager Industrial Relation & Employee Engagement                                                                                                                                                          | Sekretaris / Secretary       |
| 6                          | Executive Vice President Legal/Vice President/Manager Hukum dan Vice President/ Manager Unit terkait / Executive Vice President Legal/Vice President/Legal Manager and Vice President/Related Unit Manager | Anggota / Member             |

## COMMITTEE FOR SETTLEMENT AND FOLLOW-UP OF INVESTIGATION RESULTS AND CO RESULTS/REGIONAL INVESTIGATIONS ON TRAIN ACCIDENTS

The Committee for Settlement and Follow-up of Investigation Results, along with CO Results and Regional Investigations on Train Accidents, has been established to assist the Board of Directors in tracking the findings of investigations and COs related to train accidents. The committee is responsible for identifying officials accountable for the issues outlined in the investigation results and COs, determining appropriate sanctions, and recognizing employees or members of the public who have contributed to the prevention of train accidents. The committee reports the outcomes of its work to the President Director.

### Committee Duties and Responsibilities

The Committee has the following duties and responsibilities:

1. Follow up on the results of investigations and COs related to train accidents.
2. Identify responsible officials based on the causes outlined in the investigation results or COs.
3. Determine sanctions for the officials mentioned in point 2.
4. Recognize and award employees and/or the public who are acknowledged for their contributions to preventing or mitigating train accidents.

### Committee Membership Composition

The composition of the Committee's membership for 2024 is as follows:

Table of Committee Membership Composition

| No                         | Jabatan / Position                                                                                                                                                                                         | Kedudukan / Position         |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Kantor Pusat / Head Office |                                                                                                                                                                                                            |                              |
| 1                          | Direktur Terkait / Relevant Directors                                                                                                                                                                      | Pengarah / Director          |
| 2                          | Executive Vice President Personnel Care and COnTrol (EMC)                                                                                                                                                  | Ketua / Head                 |
| 3                          | Vice President Industrial Relation                                                                                                                                                                         | Wakil Ketua 1 / Depuy Head 1 |
| 4                          | Vice President Personnel Administration                                                                                                                                                                    | Wakil Ketua 2 / Depuy Head 2 |
| 5                          | Manager Industrial Relation & Employee Engagement                                                                                                                                                          | Sekretaris / Secretary       |
| 6                          | Executive Vice President Legal/Vice President/Manager Hukum dan Vice President/ Manager Unit terkait / Executive Vice President Legal/Vice President/Legal Manager and Vice President/Related Unit Manager | Anggota / Member             |



| No                                                                        | Jabatan /<br>Position                                                                                                                                                                                          | Kedudukan /<br>Position |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Daop/Divre/Balai Yasa / Operation Area/Regional Division/Railway Workshop |                                                                                                                                                                                                                |                         |
| 1                                                                         | Deputy Executive Vice President/ Deputy Vice President/ General Manager                                                                                                                                        | Ketua / Head            |
| 2                                                                         | Senior Manager/Manager SDM dan Umum/Manager Keuangan SDM dan Teknologi Informasi / Senior Manager/ Manager of Human Capital and General Affairs/Manager of Finance of Human Capital and Information Technology | Sekretaris / Secretary  |
| 3                                                                         | Asisten Manager                                                                                                                                                                                                | Anggota / Member        |

### Independensi Komite

Komite dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

### Rapat Komite

Di tahun 2024, Komite telah menyelenggarakan rapat sesuai dengan kebutuhan. Lebih lanjut, dalam laporan ini tidak disajikan informasi terkait agenda rapat yang telah dilaksanakan komite.

### Peningkatan Kompetensi Komite

Di tahun 2024, Komite telah mengikuti pelatihan dan/atau peningkatan kompetensi dengan baik.

### Laporan Singkat Pelaksanaan Kegiatan Komite Tahun 2024

Di tahun 2024, Komite telah melaksanakan tugas dan tanggung jawab dengan baik sesuai dengan rencana kerja yang telah disusun dan dijalankan dengan tetap mematuhi peraturan dan kebijakan perundang-undangan yang berlaku.

### KOMITE EKSEKUTIF

Komite Eksekutif merupakan komite yang dibentuk untuk membantu Direksi dalam mengantisipasi perkembangan dan tuntutan di masa depan, yang membuat Perseroan perlu mempersiapkan kader-kader pemimpin yang kompeten. Komite Eksekutif bertugas untuk merumuskan, mengelola, melaksanakan, serta mempersiapkan proses kaderisasi pemimpin Perseroan untuk masa mendatang. Lebih dari itu, Komite Eksekutif juga membantu Direksi dalam membahas hal-hal strategis Perseroan.

### Committee Independence

The Committee operates independently in fulfilling its duties and responsibilities. It is free from any influences that could compromise its ability to work professionally, particularly those arising from relationships with the Company's management or shareholders. Additionally, the Company ensures that all Committee members have no affiliations with the Board of Directors, the Board of Commissioners, or controlling shareholders.

### Committee Meetings

In 2024, the Committee held meetings as needed. Furthermore, this report does not present information related to the agenda of meetings held by the committee.

### Committee Competency Development

In 2024, the Committee followed training and/or competency development well.

### Brief Report on the Implementation of Committee Activities in 2024

In 2024, the Committee has undertaken its duties and responsibilities well in accordance with the work plan that has been prepared and implemented while still complying with applicable laws and regulations, and policies.

### EXECUTIVE COMMITTEE OVERVIEW

The Executive Committee has been established to assist the Board of Directors in anticipating future developments and demands that require the Company to cultivate competent leadership. This committee is responsible for formulating, managing, implementing, and preparing the processes necessary for developing the Company's future leaders. Additionally, the Executive Committee aids the Board of Directors in discussing the Company's strategic matters.

### Tugas dan Tanggung Jawab Komite Eksekutif

Komite Eksekutif memiliki tugas dan tanggung jawab sebagai berikut:

1. Melakukan hal-hal yang diperlukan oleh Direksi dalam merumuskan, mengelola, melaksanakan, serta mempersiapkan kaderisasi dalam rangka menghasilkan pemimpin masa depan bagi Perseroan.
2. Melakukan penugasan-penugasan khusus dari Direksi, antara lain terkait pembahasan hal-hal strategis Perseroan.

### Komposisi Keanggotaan Komite Eksekutif

Komposisi keanggotaan Komite Eksekutif di tahun 2024 adalah sebagai berikut:

### Duties and Responsibilities of the Executive Committee

The Executive Committee has the following duties and responsibilities:

1. Implementing the tasks assigned by the Board of Directors related to the formulation, management, implementation, and preparation of leaders for the future of the Company.
2. Carrying out special assignments from the Board of Directors, including discussions on the Company's strategic issues.

### Membership Composition of the Executive Committee

The membership composition of the Executive Committee in 2024 is as follows:

Tabel Komposisi Keanggotaan Komite Eksekutif

Table of Executive Committee Membership Composition

| Nama /<br>Name                 | Jabatan /<br>Position                                                                                                    | Keahlian /<br>Expertise                         | Kedudukan /<br>Position                             |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|
| Didiek Hartantyo               | Direktur Utama / President Director                                                                                      | Bisnis / Business                               | Kantor Pusat / Head Office                          |
| Hadis Surya Palapa             | Direktur Niaga / Managing Director of Commerce                                                                           | Keuangan, Bisnis / Finance, Business            | Kantor Pusat / Head Office                          |
| Awan Hermawan Purwadinata      | Direktur Operasi / Managing Director of Operations                                                                       | Operasi, Prasarana / Operations, Infrastructure | Kantor Pusat / Head Office                          |
| Heru Kuswanto                  | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                     | Prasarana / Infrastructure                      | Kantor Pusat / Head Office                          |
| John Robertho                  | Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development | Sarana, Keselamatan / Infrastructure, Safety    | Kantor Pusat / Head Office                          |
| Sandry Pasambuna               | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                             | Keselamatan / Safety                            | Kantor Pusat / Head Office                          |
| Suparno                        | Direktur SDM dan Umum / Managing Director of HC and General Affairs                                                      | SDM, Prasarana / HC, Infrastructure             | Kantor Pusat / Head Office                          |
| Rudi As Aturridha              | Direktur Pengembangan Usaha & Kelembagaan / Managing Director of Business Development and Institutional Relations        | Business Development                            | Kantor Pusat / Head Office                          |
| Salusra Wijaya                 | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                | Keuangan / Finance                              | Kantor Pusat / Head Office                          |
| Asdo Artriviyanto              | Pelaksana Tugas President Director / Acting President Director                                                           | Operasi / Operations                            | PT. KCI                                             |
| Tin Ahmad Malik Syah           | Direktur Utama / President Director                                                                                      | Keuangan / Finance                              | PT. KALOG                                           |
| Porwanto Handry Nugroho        | Direktur Utama / President Director                                                                                      | Operasi / Operations                            | PT. RAILINK                                         |
| Dwiyana Slamet Riyadi          | Diperbantukan di PT Kereta Cepat Indonesia China / Assigned to PT Kereta Cepat Indonesia China                           | Operasi / Operations                            | KCIC                                                |
| Hendy Helmy                    | Direktur Utama / President Director                                                                                      | Komersial / Commercial                          | PT. KA WISATA                                       |
| Dwi Erni Ratnawati             | Executive Vice President of Internal Audit                                                                               | Auditor, SDM / Auditor, HC                      | Kantor Pusat / Head Office                          |
| Idrus Fauzi                    | Executive Vice President of Rolling Stock Maintenance                                                                    | Sarana / Rolling Stock                          | Kantor Pusat / Head Office                          |
| Muh. Saiful Alam               | Executive Vice President of Technical Engineering and Rolling Stock Asset                                                | Sarana / Rolling Stock                          | Kantor Pusat / Head Office                          |
| Irwansyah                      | Executive Vice President UPT Balai Yasa Manggarai                                                                        | Sarana / Rolling Stock                          | Balai Yasa Manggarai / Manggarai Railway Workshop   |
| Faizal Muhtadi                 | Executive Vice President UPT Balai Yasa Yogyakarta                                                                       | Sarana / Rolling Stock                          | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop |
| Deddy Hendrady                 | Executive Vice President UPT Balai Yasa Lahat                                                                            | Sarana / Rolling Stock                          | Balai Yasa Lahat / Lahat Railway Workshop           |
| Mohamad Nurul Huda Dwi Santoso | Executive Vice President of Non Railway Assets                                                                           | Auditor                                         | Kantor Pusat / Head Office                          |

| Nama /<br>Name                  | Jabatan /<br>Position                                                                                                                    | Keahlian /<br>Expertise                                                               | Kedudukan /<br>Position                                       |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Raden Agus Dwinanto Budiadji    | Executive Vice President of Corporate Secretary                                                                                          | Komersial / Commercial                                                                | Kantor Pusat / Head Office                                    |
| Yuskal Setiawan                 | Executive Vice President Divisi Regional III Palembang / Executive Vice President Regional Division III Palembang                        | Operasi / Operations                                                                  | DIVRE III Palembang / Regional Division III Palembang         |
| Januri                          | Acting Executive Vice President Divisi Regional IV Tanjungkarang / Acting Executive Vice President of Regional Division IV Tanjungkarang | Sarana / Infrastructure                                                               | DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang |
| Iwan Eka Putra                  | Executive Vice President Daerah Operasi 1 Jakarta / Executive Vice President Operation Area 1 Jakarta                                    | Jalan dan Jembatan / Tracks and Bridges                                               | DAOP 1 Jakarta / Operation Area 1 Jakarta                     |
| Wisnu Pramudyo                  | Executive Vice President Daerah Operasi 8 Surabaya / Executive Vice President of Operation Area 8 Surabaya                               | Operasi / Operations                                                                  | DAOP 8 Surabaya / Operation Area 8 Surabaya                   |
| Takdir Santoso                  | Executive Vice President Daerah Operasi 2 Bandung / Executive Vice President of Operation Area 2 Bandung                                 | Jalan dan Jembatan / Tracks and Bridges                                               | DAOP 2 Bandung / Operation Area 2 Bandung                     |
| Daniel Johannes Hutabarat       | Acting Executive Vice President Daerah Operasi 4 Semarang / Acting Executive Vice President Operation Area 4 Semarang                    | Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications         | DAOP 4 Semarang / Operation Area 4 Semarang                   |
| Bambang Respationo              | Acting Executive Vice President Daerah Operasi 6 Yogyakarta / Acting Executive Vice President of Operation Area 6 Yogyakarta             | Operasi / Operations                                                                  | DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta               |
| Muh. Sahli                      | Executive Vice President of New Business Development and Strategic Projects                                                              | Operasi / Operations                                                                  | Kantor Pusat / Head Office                                    |
| Agus Setiyono                   | Executive Vice President of Training and Education Ir. H. Djuanda                                                                        | Sarana, SDM / Infrastructure, HC                                                      | Kantor Pusat / Head Office                                    |
| Ida Hidayati                    | Executive Vice President of Personnel Care, Control, and Development                                                                     | SDM / HC                                                                              | Kantor Pusat / Head Office                                    |
| Fredi Firmansyah                | Executive Vice President of Freight Marketing and Sales                                                                                  | Sarana, Komersial / Rolling Stock, Commercial                                         | Kantor Pusat / Head Office                                    |
| Ririn Widi Astutik              | Acting Executive Vice President of Passenger Transport Marketing and Sales                                                               | Komersial / Commercial                                                                | Kantor Pusat / Head Office                                    |
| Iqbal T Iskandar                | Acting Executive Vice President of Operation Personnel                                                                                   | Operasi / Operations                                                                  | Kantor Pusat / Head Office                                    |
| Hendra Wahyono                  | Executive Vice President of Operation Management                                                                                         | Operasi / Operations                                                                  | Kantor Pusat / Head Office                                    |
| Sukamto                         | Acting Executive Vice President of Track and Bridge                                                                                      | Jalan dan Jembatan / Tracks and Bridges                                               | Kantor Pusat / Head Office                                    |
| Wahyu Cahyono                   | Executive Vice President of Signalling, Telecommunication, and Electricity                                                               | Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications         | Kantor Pusat / Head Office                                    |
| Jagatsyah Aminullah             | Executive Vice President of Finance Consolidation                                                                                        | Kuangan / Finance                                                                     | Kantor Pusat / Head Office                                    |
| Januar Parlindungan             | Executive Vice President of Revenue and Cost Consolidation                                                                               | Kuangan / Finance                                                                     | Kantor Pusat / Head Office                                    |
| Albertus Indarko Wiyogo         | Acting Executive Vice President of Information System                                                                                    | Kuangan / Finance                                                                     | Kantor Pusat / Head Office                                    |
| Agus Sobari                     | Executive Vice President of Risk Management                                                                                              | Kuangan / Finance                                                                     | Kantor Pusat / Head Office                                    |
| Mochamad Purnomosidi            | Executive Vice President of Light Rail Transit Jabodebek                                                                                 | Sarana / Rolling Stock                                                                | LRT JABODEBEK                                                 |
| Emanuel Kurniawan Kriswijayanto | Executive Vice President of Subsidiary Management                                                                                        |                                                                                       | Kantor Pusat / Head Office                                    |
| Roni Komar                      | Executive Vice President of Strategic Business Planning and Investment                                                                   | Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications         | Kantor Pusat / Head Office                                    |
| Muhamad Abrar                   | Executive Vice President of Project Development                                                                                          | Jalan dan Jembatan / Tracks and Bridges                                               | Kantor Pusat / Head Office                                    |
| Yurish Wibawa                   | Executive Vice President of Non Railway Assets Development                                                                               | Business & Assets Development                                                         | Kantor Pusat / Head Office                                    |
| Endro Rahardjo                  | Deputy of Digital Transformation Office 1                                                                                                | IT                                                                                    | Kantor Pusat / Head Office                                    |
| Subandi                         | Deputy of Digital Transformation Office 2                                                                                                | Sinyal dan Telekomunikasi Listrik, IT / Electric Signaling and Telecommunications, IT | Kantor Pusat / Head Office                                    |

| Nama /<br>Name                 | Jabatan /<br>Position                                     | Keahlian /<br>Expertise                                                                       | Kedudukan /<br>Position                         |
|--------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------|
| Suryawan Putra Hia             | Executive Vice President of Logistics                     | Sinyal dan Telekomunikasi Listrik / Electric Signaling and Telecommunications                 | Kantor Pusat / Head Office                      |
| Dicky Eka Priandana            | Vice President Daerah Operasi 3 Cirebon                   | Operasi / Operation                                                                           | DAOP 3 Cirebon / Operation Area 3 Cirebon       |
| Dominicus Agung Wawan Purnawan | Vice President Daerah Operasi 5 Purwokerto                | Sarana / Rolling Stock                                                                        | DAOP 5 Purwokerto / Operation Area 5 Purwokerto |
| Mulyani                        | Vice President Daerah Operasi 7 Madiun                    | Keuangan / Finance                                                                            | DAOP 7 Madiun / Operation Area 7 Madiun         |
| Buntar Ris Wirawan             | Buntar Ris Wirawan Vice President Daerah Operasi 9 Jember | Operasi, Komersial / Operations, Commercial                                                   | DAOP 9 Jember / Operation Area 9 Jember         |
| Sigit Winarto                  | Vice President of Safety                                  | Sinyal dan Telekomunikasi Listrik, Safety / Electric Signaling and Telecommunications, Safety | Kantor Pusat / Head Office                      |

### Independensi Komite Eksekutif

Komite Eksekutif Jabatan dipastikan dapat bersikap independen dalam melaksanakan tugas dan tanggung jawab serta terbebas dari hal-hal yang berpotensi memengaruhi kemampuan untuk bekerja secara profesional, khususnya sebagai akibat adanya hubungan afiliasi dengan pengurus atau pemegang saham Perseroan. Lebih lanjut, Perseroan telah memastikan bahwa seluruh anggota Komite Eksekutif tidak memiliki afiliasi dengan anggota Direksi, anggota Dewan Komisaris, ataupun pemegang saham pengendali.

### Rapat Komite Eksekutif

Di tahun 2024, Komite Eksekutif telah menyelenggarakan rapat sejumlah 8 (delapan) kali rapat. Informasi rapat Komite Eksekutif adalah sebagai berikut:

### Executive Committee Independence

The Executive Committee operates independently while fulfilling its duties and responsibilities. It is free from influences that could compromise its ability to work professionally, particularly those arising from any affiliations with the Company's management or shareholders. Additionally, the Company has ensured that all Executive Committee members have no connections to the Board of Directors, the Board of Commissioners, or controlling shareholders.

### Executive Committee Meetings

In 2024, the Executive Committee held 8 (eight) meetings. Details regarding these Executive Committee meetings are as follows:

Tabel Rapat Komite Eksekutif tahun 2024

2024 Executive Committee Meeting Table

| Tanggal /<br>Date                             | Agenda Rapat /<br>Meeting Agenda                                                                                                                                                                                  | Peserta Rapat /<br>Meeting Participants | Kehadiran /<br>Attendance | Alasan<br>Ketidakhadiran /<br>Reasons for Absence |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|---------------------------------------------------|
| 22 Januari 2024 /<br>January 22, 2024         | Economic Outlook, Rapat Excom dan Townhall Meeting 6.0 / Economic Outlook, Excom Meeting, and Townhall Meeting 6.0                                                                                                | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 30-31 Januari 2024 /<br>January 30-31, 2024   | Townhall Safety, Security, and Non Railway Assets Programe 2024                                                                                                                                                   | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 1 Februari 2024 /<br>February 1, 2024         | Safety, Security, and Non Railway Asset Awareness 2024                                                                                                                                                            | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 28-29 Februari 2024 /<br>February 28-29, 2024 | Rapat Kerja Tahun 2024 Perusahaan dalam rangka Breakdown RKAP terhadap Program Kerja / The Company's 2024 Work Meeting in the context of Breakdown of RKAP against Work Program                                   | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 1-2 Agustus 2024 /<br>August 1-2, 2024        | Rapat Kerja Evaluasi Smt 1 dan Program Smt 2 / Evaluation Work Meeting for Semester 1 and Semester 2 Program                                                                                                      | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 30 Oktober 2024 /<br>October 30, 2024         | Rapat Evaluasi Kinerja Triwulan III Tahun 2024 dan Strategi Kinerja Memasuki Triwulan IV Tahun 2024 / Performance Evaluation Meeting for Quarter III of 2024 and Performance Strategy Entering Quarter IV of 2024 | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 19 November 2024 /<br>November 19, 2024       | Peringatan Hari Anti Korupsi Sedunia (HAKORDIA) PT KAI (Persero) / Commemoration of World Anti-Corruption Day of PT KAI (Persero)                                                                                 | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |
| 22 November 2024 /<br>November 22, 2024       | Kick Off Sosialisasi Rencana Jangka Panjang Perusahaan & Rencana Sistem Teknologi Informasi 2025-2029 / Dissemination Kick-Off of the Company's Long-Term Plan & Information Technology System Plan 2025-2029     | BOD dan Anggota EXCOM                   | 100%                      | -                                                 |

**Peningkatan Kompetensi Komite Eksekutif**

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh anggota Komite Eksekutif di tahun 2024 adalah sebagai berikut:

**Executive Committee Competency Development**

Information on training and/or competency development attended by members of the Executive Committee in 2024 is as follows:

**Tabel Kompetensi Komite Eksekutif tahun 2024****Executive Committee Competency Table 2024**

| Nama /<br>Name            | Jabatan /<br>Position                                                                                                    | Jenis Pelatihan dan Materi Pelatihan<br>/ Training Types and Training<br>Materials                      | Waktu dan Tempat Pelaksanaan<br>/ Time and Location of<br>Implementation                        | Penyelenggara /<br>Organizer                                                                                                                       |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Didiek Hartantyo          | Direktur Utama / President Director                                                                                      | Business Blind Spot: Tackling Unseen Future Risks                                                       | 17-18 Desember 2024 di Bali, Indonesia / December 17-18, 2024, in Bali, Indonesia               | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024, online training                             | LSP - MKS                                                                                                                                          |
| Hadis Surya Palapa        | Direktur Niaga / Managing Director of Commerce                                                                           | CEO Academy                                                                                             | 12-13 November 2024 di New York, US / November 12-13, 2024, in New York, US                     | Wharton Executive Education                                                                                                                        |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024, online training                             | LSP - MKS                                                                                                                                          |
| Awan Hermawan Purwadinata | Direktur Operasi / Managing Director of Operations                                                                       | Safety Training                                                                                         | 21-25 Oktober 2024 di Jepang / October 21-25, 2024, in Japan                                    | JR EAST                                                                                                                                            |
|                           |                                                                                                                          | CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business                                           | 31 Oktober-1 November 2024 di Bali, Indonesia / October 31-November 1, 2024, in Bali, Indonesia | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024, online training                             | LSP - MKS                                                                                                                                          |
| Heru Kuswanto             | Direktur Pengelolaan Prasarana / Managing Director of Infrastructure                                                     | Leading Digital Execution                                                                               | 9-13 September 2024 di Lausanne, Swiss / September 9-13, 2024 in Lausanne, Switzerland          | IMD Business School                                                                                                                                |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024 online training                              | LSP - MKS                                                                                                                                          |
| John Robertho             | Direktur Perencanaan Strategis dan Pengembangan Usaha / Managing Director of Strategic Planning and Business Development | ESG Fundamental                                                                                         | 17-19 September 2024 di Bali, Indonesia / September 17-19, 2024, in Bali, Indonesia             | CRMS                                                                                                                                               |
|                           |                                                                                                                          | CORPORATE GROWTH HACKS: Strategy for Scaling up Your Business                                           | 31 Oktober-1 November 2024 di Bali, Indonesia / October 31-November 1, 2024, in Bali, Indonesia | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024 online training                              | LSP - MKS                                                                                                                                          |
| Sandry Pasambuna          | Direktur Keselamatan dan Keamanan / Managing Director of Safety and Security                                             | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024 online training                              | LSP - MKS                                                                                                                                          |
| Suparno                   | Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs                                           | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024 online training                              | LSP - MKS                                                                                                                                          |
| Rudi As Aturridha         | Direktur Pengembangan Usaha & Kelembagaan / Managing Director of Business Development and Institutional Relations        | Leading Digital Execution                                                                               | 9-13 September 2024 di Lausanne, Switzerland / September 9-13, 2024 in Lausanne, Switzerland    | IMD Business School                                                                                                                                |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024 online training                              | LSP - MKS                                                                                                                                          |
| Salusra Wijaya            | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                                | Succeeding as a Strategic CFO                                                                           | 6-9 Oktober 2024 di Boston, US / October 6-9, 2024, in Boston, US                               | Harvard Business School                                                                                                                            |
|                           |                                                                                                                          | Qualified Risk Governance Professional (QRGP)                                                           | 15 Oktober 2024 online training / October 15, 2024 online training                              | LSP - MKS                                                                                                                                          |
| Asdo Artriviyo            | Pelaksana Tugas <i>President Director</i> / Acting President Director                                                    | BUMN Business Essentials Batch 3                                                                        | 3 Oktober-13 November 2024 online training / October 3-November 13, 2024, online training       | BUMN School of Excellence                                                                                                                          |
|                           |                                                                                                                          | Certified Risk Executive Leader (CREL)                                                                  | 3 Juni-17 Juni 2024 di Jakarta, Indonesia / June 3-June 17, 2024, in Jakarta, Indonesia         | Pusat Pendidikan dan Pelatihan Pengawasan BPKP / Center for Supervision Education and Training of the Financial and Development Supervisory Agency |
|                           |                                                                                                                          | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2 | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia                  | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |



| Nama / Name                    | Jabatan / Position                                                                                                                         | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials                            | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation                                   | Penyelenggara / Organizer                               |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Tin Ahmad Malik Syah           | Direktur Utama PT. KALOG / President Director of PT. KALOG                                                                                 | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training                          | Markplus Indonesia                                      |
|                                |                                                                                                                                            | BUMN Business Essentials                                                                                | 26 Juni-5 September 2024 online training / 26 June-5 September, 2024, online training                | BUMN School of Excellence                               |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Porwanto Handry Nugroho        | Direktur Utama PT RAILINK / President Director of PT RAILINK                                                                               | Building Sustainable Ventures                                                                           | 14-15 Oktober 2024 online training / October 14-15, 2024, online training                            | Markplus Indonesia                                      |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) / Safety Leadership Level II (EVP/VP Level)                 | 29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |
|                                |                                                                                                                                            | Top Gun (BOD-1 Acceleration Development Program) Batch III                                              | 8-11 Juli 2024 di Swiss / July 8-11, 2024, in Switzerland                                            | BUMN School of Excellence                               |
| Dwiyana Slamet Riyadi          | Diperbantukan di PT Kereta Cepat Indonesia China / Assigned to PT Kereta Cepat Indonesia China                                             | ESG-Driven Strategy: Creating Competitive Advantage amid Conscious Stakeholder                          | 28-29 Agustus 2024 online training / August 28-29, 2024, online training                             | Markplus Indonesia                                      |
|                                |                                                                                                                                            | BUMN Business Essentials Batch 4                                                                        | 29 November 2024-1 Januari 2025 online training / November 29, 2024-January 1, 2025, online training | BUMN School of Excellence                               |
| Hendy Helmy                    | Direktur Utama PT KA WISATA / President Director of PT KA WISATA                                                                           | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training                          | Markplus Indonesia                                      |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Dwi Erni Ratnawati             | Executive Vice President of Internal Audit                                                                                                 | -                                                                                                       | -                                                                                                    | -                                                       |
| Idrus Fauzi                    | Executive Vice President of Rolling Stock Maintenance                                                                                      | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training                          | Markplus Indonesia                                      |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3 | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Muh. Saiful Alam               | Executive Vice President of Technical Engineering and Rolling Stock Asset                                                                  | Building Sustainable Ventures                                                                           | 14-15 Oktober 2024 online training / October 14-15, 2024, online training                            | Markplus Indonesia                                      |
|                                |                                                                                                                                            | Character Building                                                                                      | 21-23 November 2024 online training / November 21-23, 2024, online training                          | -                                                       |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Irwansyah                      | Executive Vice President UPT Balai Yasa Manggarai / Executive Vice President of Manggarai Railway Workshop Technical Implementation Unit   | -                                                                                                       | -                                                                                                    | -                                                       |
| Faizal Muhtadi                 | Executive Vice President UPT Balai Yasa Yogyakarta / Executive Vice President of Yogyakarta Railway Workshop Technical Implementation Unit | Building Sustainable Ventures                                                                           | 14-15 Oktober 2024 online training / October 14-15, 2024, online training                            | Markplus Indonesia                                      |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3 | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Deddy Hendrady                 | Executive Vice President UPT Balai Yasa Lahat / Executive Vice President of Lahat Railway Workshop Technical Implementation Unit           | -                                                                                                       | -                                                                                                    | -                                                       |
| Mohamad Nurul Huda Dwi Santoso | Executive Vice President of Non-Railway Assets                                                                                             | New Special Directorship Program                                                                        | 29-30 Oktober 2024 di Jakarta, Indonesia / October 29-30, 2024, in Jakarta, Indonesia                | IICD                                                    |
|                                |                                                                                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3 | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia                       | Pusdiklat PT KAI / PT KAI Education and Training Center |

| Nama /<br>Name                     | Jabatan /<br>Position                                                                                                                 | Jenis Pelatihan dan Materi Pelatihan<br>/ Training Types and Training<br>Materials                                                                             | Waktu dan Tempat Pelaksanaan<br>/ Time and Location of<br>Implementation                        | Penyelenggara /<br>Organizer                                  |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Raden Agus<br>Dwinanto<br>Budiadji | Executive Vice President of Corporate<br>Secretary                                                                                    | Building Sustainable Ventures                                                                                                                                  | 11-12 November 2024 online training<br>/ November 11-12, 2024, online<br>training               | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | BUMN Business Essentials Batch 2                                                                                                                               | 26 Juni-5 September 2024 online<br>training / June 26-September 5,<br>2024, online training     | BUMN School of<br>Excellence                                  |
|                                    |                                                                                                                                       | Panduan Praktis menjadi<br>Government Relations Executive<br>/ Practical Guide to Becoming a<br>Government Relations Executive                                 | 29-30 Oktober 2024 di Jakarta,<br>Indonesia / October 29-30, 2024, in<br>Jakarta, Indonesia     | Kompas Institute                                              |
|                                    |                                                                                                                                       | Safety Leadership Tingkat II (Level<br>EVP/VP) Batch 2 / Safety Leadership<br>Level II (EVP/VP Level) Batch 2                                                  | 27 Agustus 2024 di Bandung,<br>Indonesia / August 27, 2024, in<br>Bandung, Indonesia            | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |
|                                    |                                                                                                                                       | Qualified Risk Governance<br>Professional                                                                                                                      | 23-24 Oktober 2024 di Bandung,<br>Indonesia / October 23-24, 2024, in<br>Bandung, Indonesia     | CRMS                                                          |
|                                    |                                                                                                                                       | Business Blindspots: Tackling<br>Unseen Future Risk                                                                                                            | 18-19 Desember 2024 di Bali,<br>Indonesia / December 18-19, 2024, in<br>Bali, Indonesia         | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | Top Gun (BOD-1 Acceleration<br>Development Program) Batch III                                                                                                  | 6-9 Oktober 2024 di Swiss / October<br>6-9, 2024, in Switzerland                                | BUMN School of<br>Excellence                                  |
| Yuskal Setiawan                    | Executive Vice President Divisi<br>Regional III Palembang / Executive<br>Vice President of Regional Division III<br>Palembang         | Accident Investigation Bersertifikat<br>BNS / BNS-Certified Accident<br>Investigation                                                                          | 7-9 Juli 2024 di Bandung / July 7-9,<br>2024, in Bandung, Indonesia                             | -                                                             |
|                                    |                                                                                                                                       | Building Sustainable Ventures                                                                                                                                  | 14-15 Oktober 2024 online training /<br>October 14-15, 2024, online training                    | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | Safety Leadership Tingkat II (Level<br>EVP/VP) Batch 2 / Safety Leadership<br>Level II (EVP/VP Level) Batch 2                                                  | 27 Agustus 2024 di Bandung,<br>Indonesia / August 27, 2024, in<br>Bandung, Indonesia            | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |
| Januri                             | Executive Vice President Divisi<br>Regional IV Tanjung Karang / Executive<br>Vice President of Regional Division IV<br>Tanjung Karang | Accident Investigation Bersertifikat<br>BNS / BNS-Certified Accident<br>Investigation                                                                          | 7-9 Juli 2024 di Bandung / July 7-9,<br>2024, in Bandung, Indonesia                             | -                                                             |
|                                    |                                                                                                                                       | Building Sustainable Ventures                                                                                                                                  | 14-15 Oktober 2024 online training /<br>October 14-15, 2024, online training                    | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | Safety Leadership Tingkat II (Level<br>EVP/VP) Batch 2 / Safety Leadership<br>Level II (EVP/VP Level) Batch 2                                                  | 27 Agustus 2024 di Bandung,<br>Indonesia / August 27, 2024, in<br>Bandung, Indonesia            | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |
| Iwan Eka Putra                     | Executive Vice President Daerah<br>Operasi 1 Jakarta / Executive Vice<br>President of Operation Area 1 Jakarta                        | Building Sustainable Ventures                                                                                                                                  | 14-15 Oktober 2024 online training /<br>October 14-15, 2024, online training                    | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | BUMN Business Essentials Batch 3                                                                                                                               | 3 Oktober-13 November 2024 online<br>training / October 3-November 13,<br>2024, online training | BUMN School of<br>Excellence                                  |
|                                    |                                                                                                                                       | Safety Leadership Tingkat II (Level<br>EVP/VP) Batch 5 / Safety Leadership<br>Level II (EVP/VP Level) Batch 5                                                  | 30 Agustus 2024 di Bandung,<br>Indonesia / August 30, 2024, in<br>Bandung, Indonesia            | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |
| Wisnu Pramudyo                     | Executive Vice President Daerah<br>Operasi 8 Surabaya / Executive<br>Vice President of Operation Area 8<br>Surabaya                   | Building Sustainable Ventures                                                                                                                                  | 14-15 Oktober 2024 online training /<br>October 14-15, 2024, online training                    | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | Pelatihan The New Special<br>Directorship Program: Agility in<br>Facing 2025 / Training for The New<br>Special Directorship Program: Agility<br>in Facing 2025 | 28-29 November 2024 di Lombok,<br>Indonesia / November 28-29, 2024,<br>in Lombok, Indonesia     | IICD                                                          |
|                                    |                                                                                                                                       | Safety Leadership Tingkat II (Level<br>EVP/VP) Batch 2 / Safety Leadership<br>Level II (EVP/VP Level) Batch 2                                                  | 27 Agustus 2024 di Bandung,<br>Indonesia / August 27, 2024, in<br>Bandung, Indonesia            | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |
| Takdir Santoso                     | Executive Vice President Daerah<br>Operasi 2 Bandung / Executive Vice<br>President of Operation Area 2 Bandung                        | Accident Investigation Bersertifikat<br>BNS / BNS-Certified Accident<br>Investigation                                                                          | 7-9 Juli 2024 di Bandung / July 7-9,<br>2024, in Bandung, Indonesia                             | -                                                             |
|                                    |                                                                                                                                       | Building Sustainable Ventures                                                                                                                                  | 11-12 November 2024 online training<br>/ November 11-12, 2024, online<br>training               | Markplus Indonesia                                            |
|                                    |                                                                                                                                       | Purna Tugas / Retired                                                                                                                                          | 4-5 September 2024 di Bandung,<br>Indonesia / September 4-5, 2024, in<br>Bandung, Indonesia     | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |
|                                    |                                                                                                                                       | Safety Leadership Tingkat II (Level<br>EVP/VP) Batch 2 / Safety Leadership<br>Level II (EVP/VP Level) Batch 2                                                  | 27 Agustus 2024 di Bandung,<br>Indonesia / August 27, 2024, in<br>Bandung, Indonesia            | Pusdiklat PT KAI / PT<br>KAI Education and<br>Training Center |

| Nama / Name               | Jabatan / Position                                                                                                           | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials                                                                       | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation                        | Penyelenggara / Organizer                                                                                                                          |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Daniel Johannes Hutabarat | Acting Executive Vice President Daerah Operasi 4 Semarang / Acting Executive Vice President of Operation Area 4 Semarang     | Building Sustainable Ventures                                                                                                                      | 11-12 November 2024 online training / November 11-12, 2024, online training               | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                              | Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025 | 28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia     | IICD                                                                                                                                               |
|                           |                                                                                                                              | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2                                            | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia            | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |
| Bambang Respationo        | Acting Executive Vice President Daerah Operasi 6 Yogyakarta / Acting Executive Vice President of Operation Area 6 Yogyakarta | Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation                                                                    | 7-9 Juli 2024 di Bandung / July 7-9, 2024, in Bandung, Indonesia                          | -                                                                                                                                                  |
|                           |                                                                                                                              | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training                 | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                              | Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025 | 28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia     | IICD                                                                                                                                               |
|                           |                                                                                                                              | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2                                            | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia            | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |
| Muh. Sahli                | Executive Vice President of New Business Development and Strategic Projects                                                  | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training                 | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                              | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3                                            | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia            | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |
| Agus Setiyono             | Executive Vice President of Ir. H. Djuanda Training and Education Centers                                                    | -                                                                                                                                                  | -                                                                                         | -                                                                                                                                                  |
| Ida Hidayati              | Executive Vice President of Personnel Care, Control, and Development                                                         | BUMN Business Essentials Batch 1                                                                                                                   | 14 Maret-14 Mei 2024 online training / March 14-May 14, 2024, online training             | BUMN School of Excellence                                                                                                                          |
|                           |                                                                                                                              | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3                                            | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia            | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |
| Fredri Firmansyah         | Executive Vice President of Freight Marketing and Sales                                                                      | New Special Directorship Program                                                                                                                   | 24-25 Juli 2024 di Bandung, Indonesia / July 24-25, 2024, in Bandung, Indonesia           | IICD                                                                                                                                               |
|                           |                                                                                                                              | Pelatihan & Sertifikasi Certified Risk Management Officer (CRMO) / Certified Risk Management Officer (CRMO) Training & Certification               | 30 Oktober 2024 di Jakarta, Indonesia / October 30, 2024, in Jakarta, Indonesia           | RAP/RWI                                                                                                                                            |
|                           |                                                                                                                              | Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4                                            | 29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia            | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |
|                           |                                                                                                                              | BUMN Business Essentials Batch 3                                                                                                                   | 3 Oktober-13 November 2024 online training / October 3-November 13, 2024, online training | BUMN School of Excellence                                                                                                                          |
| Ririn Widi Astutik        | Acting Executive Vice President of Passenger Transport Marketing and Sales                                                   | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training                 | Markplus Indonesia                                                                                                                                 |
|                           |                                                                                                                              | Certified Risk Executive Leader (CREL)                                                                                                             | 1-15 Oktober 2024 online training / October 1-15, 2024, online training                   | Pusat Pendidikan dan Pelatihan Pengawasan BPKP / Center for Supervision Education and Training of the Financial and Development Supervisory Agency |
|                           |                                                                                                                              | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1                                            | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia            | Pusdiklat PT KAI / PT KAI Education and Training Center                                                                                            |

| Nama / Name             | Jabatan / Position                                                         | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials                                                                       | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation                    | Penyelenggara / Organizer                               |
|-------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------|
| Iqbal T Iskandar        | Acting Executive Vice President of Operation Personnel                     | Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation                                                                    | 14-16 Agustus 2024 di Bandung / August 14-16, 2024, in Bandung                        | -                                                       |
|                         |                                                                            | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training             | Markplus Indonesia                                      |
|                         |                                                                            | Pelatihan Safety Inspect Sertifikat BNSP / BNSP Certificate Safety Inspection Training                                                             | 7-10 Oktober 2024 / October 7-10, 2024                                                | -                                                       |
|                         |                                                                            | Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025 | 28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia | IICD                                                    |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1                                            | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Hendra Wahyono          | Executive Vice President of Operation Management                           | New Special Directorship Program                                                                                                                   | 29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia | IICD                                                    |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3                                            | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Sukamto                 | Acting Executive Vice President of Track and Bridge                        | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training             | Markplus Indonesia                                      |
|                         |                                                                            | Leading with Happiness                                                                                                                             | 7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia      | Institute of Leadership and Life Management             |
|                         |                                                                            | Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025 | 28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia | IICD                                                    |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1                                            | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Wahyu Cahyono           | Executive Vice President of Signalling, Telecommunication, and Electricity | Leading with Happiness                                                                                                                             | 7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia      | Institute of Leadership and Life Management             |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2                                            | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Jagatsyah Aminullah     | Executive Vice President of Finance Consolidation                          | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training             | Markplus Indonesia                                      |
|                         |                                                                            | Leading with Happiness                                                                                                                             | 7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia      | Institute of Leadership and Life Management             |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2                                            | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Januar Parlindungan     | Executive Vice President of Revenue and Cost Consolidation                 | BUMN Business Essentials Batch 2                                                                                                                   | 26 Juni-5 September 2024 online training / June 26-September 5, 2024, online training | BUMN School of Excellence                               |
|                         |                                                                            | New Special Directorship Program                                                                                                                   | 29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia | IICD                                                    |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4                                            | 29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Albertus Indarko Wiyogo | Acting Executive Vice President of Information System                      | Building Sustainable Ventures                                                                                                                      | 14-15 Oktober 2024 online training / October 14-15, 2024, online training             | Markplus Indonesia                                      |
|                         |                                                                            | Leading with Happiness                                                                                                                             | 7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia      | Institute of Leadership and Life Management             |
|                         |                                                                            | Pelatihan The New Special Directorship Program: Agility in Facing 2025 / Training for The New Special Directorship Program: Agility in Facing 2025 | 28-29 November 2024 di Lombok, Indonesia / November 28-29, 2024, in Lombok, Indonesia | IICD                                                    |
|                         |                                                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4                                            | 29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |

| Nama / Name                     | Jabatan / Position                                                     | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials                            | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation                    | Penyelenggara / Organizer                               |
|---------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------|
| Agus Sobari                     | Executive Vice President of Risk Management                            | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training           | Markplus Indonesia                                      |
|                                 |                                                                        | Leading with Happiness                                                                                  | 7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia      | Institute of Leadership and Life Management             |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Mochamad Purnomosidi            | Executive Vice President of Light Rail Transit Jabodebek               | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training           | Markplus Indonesia                                      |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3 | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Emanuel Kurniawan Kriswijayanto | Executive Vice President of Subsidiary Management                      | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training           | Markplus Indonesia                                      |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4 | 29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Roni Komar                      | Executive Vice President of Strategic Business Planning and Investment | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training           | Markplus Indonesia                                      |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 3 / Safety Leadership Level II (EVP/VP Level) Batch 3 | 28 Agustus 2024 di Bandung, Indonesia / August 28, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Muhamad Abrar                   | Executive Vice President of Project Development                        | Building Sustainable Ventures                                                                           | 11-12 November 2024 online training / November 11-12, 2024, online training           | Markplus Indonesia                                      |
|                                 |                                                                        | New Special Directorship Program                                                                        | 29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia | IICD                                                    |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Yurish Wibawa                   | Executive Vice President of Non-Railway Assets Development             | Building Sustainable Ventures                                                                           | 14-15 Oktober 2024 online training / October 14-15, 2024, online training             | Markplus Indonesia                                      |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2 | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Endro Rahardjo                  | Deputy of Digital Transformation Office 1                              | -                                                                                                       | -                                                                                     | -                                                       |
| Subandi                         | Deputy of Digital Transformation Office 2                              | Leading with Happiness                                                                                  | 7-8 Agustus 2024 di Jakarta, Indonesia / August 7-8, 2024, in Jakarta, Indonesia      | Institute of Leadership and Life Management             |
|                                 |                                                                        | New Special Directorship Program                                                                        | 29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia | IICD                                                    |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5 | 30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Suryawan Putra Hia              | Executive Vice President of Logistics                                  | Bahasa Inggris Basic / Basic English                                                                    | 1 Februari-1 Maret 2024 di Bandung, Indonesia                                         | Ferly Deda                                              |
|                                 |                                                                        | Building Sustainable Ventures                                                                           | 14-15 Oktober 2024 online training / October 14-15, 2024, online training             | Markplus Indonesia                                      |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 2 / Safety Leadership Level II (EVP/VP Level) Batch 2 | 27 Agustus 2024 di Bandung, Indonesia / August 27, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Dicky Eka Priandana             | Vice President Daerah Operasi 3 Cirebon                                | Accident Investigation Bersertifikat BNS / BNS-Certified Accident Investigation                         | 14-16 Agustus 2024 di Bandung / August 14-16, 2024, in Bandung, Indonesia             | -                                                       |
|                                 |                                                                        | Character Building                                                                                      | 10-12 Agustus 2024 / August 10-12, 2024                                               | -                                                       |
|                                 |                                                                        | Safety Leadership Tingkat II (Level EVP/VP) Batch 4 / Safety Leadership Level II (EVP/VP Level) Batch 4 | 29 Agustus 2024 di Bandung, Indonesia / August 29, 2024, in Bandung, Indonesia        | Pusdiklat PT KAI / PT KAI Education and Training Center |
|                                 |                                                                        | Strategic Leadership Development Program (SLDP)                                                         | 16 Agustus-3 Desember 2024 / August 16-December 3, 2024                               | IPMI                                                    |



| Nama / Name                    | Jabatan / Position                         | Jenis Pelatihan dan Materi Pelatihan / Training Types and Training Materials                            | Waktu dan Tempat Pelaksanaan / Time and Location of Implementation                      | Penyelenggara / Organizer                               |
|--------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------|
| Dominicus Agung Wawan Purnawan | Vice President Daerah Operasi 5 Purwokerto | New Special Directorship Program                                                                        | 29-30 Oktober 2024 di Bandung, Indonesia / October 29-30, 2024, in Bandung, Indonesia   | IICD                                                    |
|                                |                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia          | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Mulyani                        | Vice President Daerah Operasi 7 Madiun     | Asia HR Conference                                                                                      | 2-3 September 2024 di Singapura / September 2-3, 2024, in Singapore                     | Mercer                                                  |
|                                |                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5 | 30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia          | Pusdiklat PT KAI / PT KAI Education and Training Center |
| Buntar Ris Wirawan             | Vice President Daerah Operasi 9 Jember     | Leader as Coach                                                                                         | 26-27 Februari 2024 di Bandung, Indonesia / February 26-27, 2024, in Bandung, Indonesia | LOOP                                                    |
|                                |                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 5 / Safety Leadership Level II (EVP/VP Level) Batch 5 | 30 Agustus 2024 di Bandung, Indonesia / August 30, 2024, in Bandung, Indonesia          | Pusdiklat PT KAI / PT KAI Education and Training Center |
|                                |                                            | Strategic Leadership Development Program (SLDP)                                                         | 3 Juni-26 September 2024 / June 3-September 26, 2024                                    | IPMI                                                    |
| Sigit Winarto                  | Vice President of Safety                   | Leader as Coach                                                                                         | 13-14 Mei 2024 di Bandung, Indonesia / May 13-14, 2024, in Bandung, Indonesia           | LOOP                                                    |
|                                |                                            | Safety Leadership Tingkat II (Level EVP/VP) Batch 1 / Safety Leadership Level II (EVP/VP Level) Batch 1 | 26 Agustus 2024 di Bandung, Indonesia / August 26, 2024, in Bandung, Indonesia          | Pusdiklat PT KAI / PT KAI Education and Training Center |
|                                |                                            | Strategic Leadership Development Program (SLDP)                                                         | 16 Agustus-3 Desember 2024 / August 16-December 3, 2024                                 | IPMI                                                    |

### Laporan Singkat Pelaksanaan Kegiatan Komite Eksekutif Tahun 2024

Di tahun 2024, Komite Evaluasi Jabatan telah melaksanakan tugas dan tanggung jawab dengan baik sesuai dengan rencana kerja yang telah disusun dan dijalankan dengan tetap mematuhi peraturan dan kebijakan perundang-undangan yang berlaku.

## Sekretaris Perusahaan

### Corporate Secretary

Sekretaris Perusahaan merupakan organ yang mendukung Perseroan dalam mengelola hubungan antar organ Perseroan, hubungan antara Perseroan dengan seluruh pemangku kepentingan, serta pemenuhan Perseroan terhadap ketentuan peraturan perundang-undangan yang berlaku. Perseroan menetapkan Sekretaris Perusahaan sebagai fungsi yang berada satu tingkat di bawah Direksi. Penyelenggaraan fungsi Sekretaris Perusahaan dilakukan dengan mengangkat pejabat Sekretaris Perusahaan, sesuai kriteria dan ketentuan khusus yang berlaku bagi BUMN. Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama melalui persetujuan Dewan Komisaris, berdasarkan mekanisme internal Perseroan. Fungsi Sekretaris Perusahaan dipimpin oleh seorang Executive Vice President (EVP) of Corporate Secretary yang bertanggung jawab secara langsung kepada Direktur Utama.

### Brief Report on the Implementation of the Executive Committee's Activities in 2024

In 2024, the Job Evaluation Committee performed its duties and responsibilities well in accordance with the work plan that had been prepared and implemented while still complying with applicable laws and regulations, and policies.

The Corporate Secretary is an organ that supports the Company in managing relationships between its internal organs, as well as between the Company and all stakeholders. The Corporate Secretary also ensures that the Company complies with applicable laws and regulations. This role is established one level below the Board of Directors. The Corporate Secretary function is carried out by appointing an official who meets the criteria and specific provisions applicable to State-Owned Enterprises (BUMN). The Corporate Secretary is appointed and dismissed by the President Director with the approval of the Board of Commissioners, in accordance with the Company's internal mechanisms. The Corporate Secretary function is led by an Executive Vice President (EVP) of Corporate Secretary, who reports directly to the President Director.

## FUNGSI, TUGAS, DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan memiliki fungsi, tugas, dan tanggung jawab dengan perincian sebagai berikut:

1. Menyelenggarakan fungsi corporate office dalam hal pengelolaan informasi dan dokumen Perseroan, Corporate Social Responsibility, corporate public information and communication, corporate office, and board of Directors Administration & Protocol.
2. Memastikan kepatuhan atas pelaksanaan GCG melalui penerapan sistem pelaporan pelanggaran (*Whistle Blowing System*).
3. Memastikan Perseroan mematuhi ketentuan tentang persyaratan keterbukaan dan pengungkapan dalam Laporan Tahunan.
4. Memastikan penerapan kebijakan manajemen mutu dan pemantauan implementasi KPKU (Kriteria Penilaian Kinerja Unggul) di lingkungan Perseroan.
5. Mengintegrasikan dan mengkonsolidasikan unit organisasi di bawahnya.

## FUNCTIONS, DUTIES, AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

The Corporate Secretary has the following functions, duties, and responsibilities:

1. Organizing corporate office functions related to managing the Company's information and documents, overseeing Corporate Social Responsibility, handling public information and communication, and administering board meetings and protocols.
2. Ensuring compliance with the implementation of Good Corporate Governance (GCG) through a Whistleblowing System.
3. Guaranteeing that the Company meets the stipulations regarding openness and disclosure requirements in the Annual Report.
4. Ensuring adherence to quality management policies and monitoring the implementation of the Excellent Performance Assessment Criteria (KPKU) within the Company.
5. Integrating and consolidating the organizational units under its purview.

## PROFIL SEKRETARIS PERUSAHAAN

## PROFILE OF THE CORPORATE SECRETARY

| RADEN AGUS DWINANTO BUDIADJI<br>Executive Vice President of Corporate Secretary |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                                            | Warga Negara Indonesia / Indonesian Citizen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Domisili / Domicile</b>                                                      | Bandung                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>                       | Purwokerto, 8 Agustus 1982 / Purwokerto, August 8, 1982                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Usia / Age</b>                                                               | 42 tahun / 42 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Periode Menjabat / Term of Office</b>                                        | 2023 - sekarang (Periode Pertama) / 2023 - present (First Period)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b>                      | Diangkat untuk pertama kalinya sebagai Plt EVP of Corporate Secretary PT Kereta Api Indonesia (Persero) berdasarkan Keputusan Direksi PT Kereta Api Indonesia (Persero) No. SK.U/KH.608/IV/1/SAP/KA-2023 tanggal 18 April 2023 / Appointed for the first time as Acting EVP of Corporate Secretary of PT Kereta Api Indonesia (Persero) based on the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) No. SK.U/KH.608/IV/1/SAP/KA-2023 dated April 18, 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Riwayat Pendidikan / Educational Background</b>                              | S1-Manajemen, Universitas Gadjah Mada (2006) / Bachelor's Degree in Management, 2006 University of Gadjah Mada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Sertifikasi / Certifications</b>                                             | Tidak ada / None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Pengalaman Kerja / Employment History</b>                                    | <ul style="list-style-type: none"> <li>Executive Vice President Daerah Operasi 6 Yogyakarta (11 Januari 2023-17 April 2023) / Executive Vice President District Operation 6 Yogyakarta (January 11, 2023 - April 17, 2023)</li> <li>Corporate Deputy Director of Passenger Transport Marketing and Sales (17 Maret 2021-10 Januari 2023) / Corporate Deputy Director of Passenger Transport Marketing and Sales (March 17, 2021 - January 10, 2023)</li> <li>Director Of Operation PT KA Pariwisata (PT Kereta Api Pariwisata) (17 Juli 2020-17 Maret 2020) / Director of Operation at PT KA Pariwisata (PT Kereta Api Pariwisata) (July 17, 2020 - March 17, 2020)</li> <li>Deputy Executive Vice President Daerah Operasi 4 Semarang (11 Februari 2020-16 Juli 2020) / Deputy Executive Vice President District Operation 4 Semarang (February 11, 2020 - July 16, 2020)</li> <li>Deputy Executive Vice President Daerah Operasi 3 Cirebon (23 Januari 2019-10 Februari 2020) / Deputy Executive Vice President District Operation 3 Cirebon (January 21, 2019 - February 10, 2020)</li> </ul> |
| <b>Rangkap Jabatan / Concurrent Position</b>                                    | Komisaris Utama PT KA Pariwisata (PT Kereta Api Pariwisata) / President Commissioner of PT KA Pariwisata (PT Kereta Api Pariwisata)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**PENINGKATAN KOMPETENSI SEKRETARIS PERUSAHAAN**

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh Sekretaris Perusahaan di tahun 2024 adalah sebagai berikut:

**Tabel Kompetensi Sekretaris Perusahaan tahun 2024**

| Pelatihan / Training                                                                                                                                                                                                                                                                   | Jabatan / Position         | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials | Waktu dan Tempat Pelaksanaan / Time and Venue | Penyelenggara / Organizers         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------|
| Top Gun (BoD-Acceleration Development Program) Batch III                                                                                                                                                                                                                               | EVP of Corporate Secretary | Direktur Utama / President Director                                             | Jakarta                                       | BUMN School of Excellence          |
| Business Blind Spots : Tackling Unseen Future Risks                                                                                                                                                                                                                                    | EVP of Corporate Secretary | Risiko Bisnis / Enterprise Risk                                                 | Bali                                          | Markplus Institute                 |
| Qualified Risk Governance Professional                                                                                                                                                                                                                                                 | EVP of Corporate Secretary | Risiko Bisnis / Enterprise Risk                                                 | Jakarta                                       | PT Cipta Raya Mekar Sahitya (CRMS) |
| Intensive Learning Session: Strategi Berelasi dengan Birokrasi dan Pemerintah: Panduan Praktis Menjadi Government Relation Executive / Intensive Learning Session: Strategy for Relating to Bureaucracy and Government: A Practical Guide to Becoming a Government Relations Executive | EVP of Corporate Secretary | Legal & Compliance                                                              | Jakarta                                       | Kompas Institute                   |
| Safety Leadership                                                                                                                                                                                                                                                                      | EVP of Corporate Secretary | System Management & Safety                                                      | Bandung                                       | Synergy                            |
| BUMN Business Essentials Batch 2                                                                                                                                                                                                                                                       | EVP of Corporate Secretary | Digitalisasi & IT / Digitalization & IT                                         | Jakarta                                       | BUMN School of Excellence          |
| Marketing 6.0                                                                                                                                                                                                                                                                          | EVP of Corporate Secretary | Bisnis/Niaga/Pemasaran / Business/Commerce/Marketing                            | Jakarta                                       | Markplus Institute                 |

**COMPETENCY IMPROVEMENT OF CORPORATE SECRETARY**

Information on training and/or competency improvement attended by the Corporate Secretary in 2024 is as follows:

**Table of Corporate Secretary Competency Development in 2024****PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2024**

Di tahun 2024, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawab sebagai berikut:

- Menyelenggarakan dan mendokumentasikan Rapat Umum Pemegang Saham pada tahun 2024 yaitu:
  - Rapat Umum Pemegang Saham (RUPS) Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 yang diselenggarakan pada 29 Januari 2024.
  - Rapat Umum Pemegang Saham (RUPS) Laporan Manajemen Tahun 2023 PT Kereta Api Indonesia (Persero) yang diselenggarakan pada tanggal 28 Juni 2024.
- Menyelenggarakan dan menghadiri Rapat Direksi pada Tahun 2024 sebanyak 29 kali serta Rapat gabungan Direksi dengan Dewan komisaris pada tahun 2024 sebanyak 11 kali.
- Menyelenggarakan dan menghadiri Rapat RKAP Tahun 2024 sebanyak 2 Kali.
- Menyelenggarakan dan menghadiri Rapat *Executive Commite* dengan Direksi, Jajaran EVP dan Anak Perusahaan sebanyak 9 kali.

**IMPLEMENTATION OF CORPORATE SECRETARY'S DUTIES IN 2024**

In 2024, the Corporate Secretary has fulfilled the following duties and responsibilities:

- Organizing and documenting the General Meeting of Shareholders (GMS) for 2024, including:
  - General Meeting of Shareholders (GMS) to ratify the 2024 Company Work Plan and Budget (RKAP), held on January 29, 2024.
  - General Meeting of Shareholders (GMS) to submit the 2023 Management Report of PT Kereta Api Indonesia (Persero), held on June 28, 2024.
- Organizing and attending 29 Board of Directors meetings in 2024, along with 11 Joint Meetings between the Board of Directors and the Board of Commissioners.
- Organizing and attending 2 RKAP meetings in 2024.
- Organizing and attending 9 Executive Committee Meetings alongside the Board of Directors, Executive Vice Presidents (EVPs), and Subsidiaries.

5. Pembuatan hasil notulen rapat Direksi.
6. Mengkoordinasikan acara kunjungan dari eksternal ke PT KAI (Persero).
7. Melaksanakan kegiatan bersama Direksi yaitu Posko dan Cek Lintas Angkutan Natal dan Tahun Baru serta posko Angkutan Lebaran.
8. Melaksanakan kegiatan TJSL (Bina Lingkungan dengan Program KAI *Quick Respon*, KAI *DungMas*, KAI *Sehat Sejahtera*, KAI *EduFriend*, Beasiswa KAI, Pelatihan Sahabat Difabel, Beasiswa untuk Yayasan BUMN / Program Kolaborasi Bantuan Pendidikan KAI *Pling*, KAI *Sar-i*, KAI *Go Green*) mulai Januari hingga Desember 2024.
9. Melaksanakan Program TJSL insidentil Tahap I s.d IV mulai Januari hingga Desember 2024.
10. Menyelenggarakan Program Pendanaan UMK (PUMK).
11. Menyelenggarakan Kegiatan Pameran MIKA.
12. Menyelenggarakan Kegiatan MiKA Hasanah.
13. Menyelenggarakan Kegiatan MiKA *Next Class*.
14. Menyelenggarakan Kegiatan MiKA *Go Global*.
15. Mendukung Sosialisasi Keselamatan PERKA, Dukungan kegiatan anti pelecehan/kekerasan wanita di atas KA.
16. Melaksanakan kegiatan Bersih-Bersih Lingkungan (BBL).
17. Melaksanakan Kegiatan *Branding* Desa Binaan.
18. Melaksanakan kegiatan penatausahaan arsip surat-menyurat dinas, dan dokumen perusahaan lainnya, melakukan pemantauan penatausahaan dokumen daerah serta pengelolaan sarana telekomunikasi dan penatausahaan warta dinas. Berdasarkan laporan kinerja tahun 2024, Pelayanan dokumen sebanyak 20.593 Dokumen.
19. Melaksanakan penatausahaan dokumen kepemilikan aset meliputi tanah, bangunan dinas dan rumah perusahaan, prasarana, jalan rel dan jembatan, serta sarana, sinyal, dan *rolling stock*. Berdasarkan laporan kinerja tahun 2024, Pelayanan dokumen kepemilikan aset sebanyak 18.519 arsip.
20. Melakukan penatausahaan dokumen legal berupa *Memorandum of Understanding* (MoU), Kontrak/Perjanjian Kerja Sama, Surat Perjanjian dan Dokumen Legal lainnya. Berdasarkan laporan kinerja tahun 2024, Pelayanan dokumen legal sebanyak 332.129 Dokumen.
21. Menerima kunjungan kearsipan dari berbagai instansi sebanyak 25 kali.
22. Melakukan kegiatan supervisi/pendampingan penataan dokumen ke unit-unit di Kantor Pusat, unit dokumen daerah dan unit pelayanan warta daerah sebanyak 21 kegiatan.
5. Preparing minutes for the Board of Directors meetings.
6. Coordinating external visits to PT KAI (Persero).
7. Participating in activities with the Board of Directors, including the Christmas and New Year Transportation Post and Eid Transportation Post.
8. Carrying out TJSL activities (Environmental Development) through various programs such as KAI Quick Response Program, KAI *DungMas*, KAI *Sehat Sejahtera*, KAI *EduFriend*, KAI Scholarships, training for disabled friends, scholarships for BUMN Foundations/KAI *Pling* Educational Assistance Collaboration Program, KAI *Sar-i*, and KAI *Go Green*, from January to December 2024.
9. Implementing the incidental TJSL program from Phase I to IV throughout January to December 2024.
10. Organizing the UMK Funding Program (PUMK).
11. Coordinating the MIKA Exhibition Activity.
12. Organizing the MiKA Hasanah Activity.
13. Coordinating the MiKA *Next Class* Activity.
14. Managing the MiKA *Go Global* Activity.
15. Supporting PERKA safety dissemination and activities aimed at preventing harassment and violence against women on trains.
16. Conducting Environmental Clean-up (BBL) activities.
17. Carrying out Foster Village Branding Activities.
18. Administering official correspondence archives and other company documents, monitoring regional document administration, managing telecommunications facilities, and overseeing the administration of official news. According to the 2024 performance report, document services amounted to 20,593 documents.
19. Managing the administration of asset ownership documents, including land, official buildings, company houses, infrastructure, railroads, bridges, as well as signals and rolling stock. Based on the 2024 performance report, asset ownership document services totaled 18,519 archives.
20. Administering legal documents, including Memorandums of Understanding (MoU), Cooperation Contracts/Agreements, Letters of Agreement, and other legal documents. According to the 2024 performance report, legal document services comprised 332,129 documents.
21. Received 25 visits from various agencies for archival purposes.
22. Conducted supervision and mentoring activities for document arrangement across units at the Head Office, regional document units, and regional news service units for a total of 21 activities.

23. Menjadi narasumber di instansi luar KAI Group sebanyak 6 kali.
24. Memastikan Kepatuhan Perusahaan atas Penerapan GCG dengan melakukan:
  - a. Kegiatan Asesmen GCG, merupakan Pengukuran terhadap penerapan GCG dilakukan secara berkala setiap tahun. Pengukuran tahun kinerja 2024 dilakukan secara mandiri oleh *assessor* internal Perusahaan dengan hasil skor 93,59 predikat Sangat Baik.
  - b. Kegiatan monitoring tindak lanjut rekomendasi *assessment* GCG, Hasil monitoring tindak lanjut rekomendasi *assessment* GCG kinerja 2023, pada tahun 2024 terdapat 40 rekomendasi yang diberikan oleh *assessor* Internal KAI (14 rekomendasi telah ditindaklanjuti dan 26 rekomendasi belum ditindaklanjuti).
  - c. Kegiatan *Monitoring* Pengendalian Gratifikasi, dalam penyelenggaraan kegiatan *monitoring* pengendalian gratifikasi dan laporan gratifikasi yang telah diproses terdapat 2 laporan gratifikasi yang terdiri dari 2 penolakan dan 0 penerimaan gratifikasi.
  - d. Kegiatan pengelolaan pelaporan dugaan pelanggaran (WBS), selama tahun 2024 terdapat 23 laporan terkait WBS yang telah diproses.
  - e. Kegiatan monitoring kepatuhan penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Dari hasil monitoring penyampaian LHKPN periodik 2024 per tanggal 31 Maret 2024 diketahui kepatuhan penyampaian LHKPN sebesar 100% dari total Wajib Lapor LHKPN KAI sebanyak 1215 orang.
  - f. Monitoring Kepatuhan Pedoman Perilaku (*Code of Conduct*). Insan KAI yang telah menandatangani pedoman perilaku sampai dengan 31 Desember 2024 adalah sebanyak 28123 orang (99,99%) dan 15 (0,01%) orang belum menandatangani Kepatuhan Pedoman Perilaku.
  - g. Program implementasi ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP), Perusahaan telah mendapatkan 4 (empat) sertifikat ISO 37001:2016 SMAP dengan ruang lingkup 20 Unit di Kantor Pusat yang mewakili seluruh Direktorat, Daop 3 Cirebon, Divre 3 Palembang dan Balai Yasa Manggarai. Barang dan Jasa.
  - h. Sosialisasi GCG, Sosialisasi GCG pada tahun 2024 telah dilakukan sebanyak 22 kegiatan secara online dan *offline* kepada *Stakeholder* (Internal dan eksternal) dan sosialisasi rutin yang dilakukan melalui media internal Perusahaan setiap bulan.

23. Served as a resource person for agencies outside the KAI Group on 6 occasions.
24. Ensured company compliance with Good Corporate Governance (GCG) implementation by conducting the following activities:
  - a. GCG Assessment Activities: These are measurements of GCG implementation carried out periodically each year. For the 2024 performance year, the measurement was conducted independently by the company's internal assessor, resulting in a score of 93.59 and a "Very Good" designation.
  - b. Monitoring of GCG Assessment Recommendations: In 2024, there were 40 recommendations from the KAI internal assessor based on the 2023 performance evaluation. Of these, 14 recommendations have been followed up, while 26 remain unaddressed.
  - c. Gratuity Control Monitoring Activities: In the implementation of gratuity control monitoring, 2 gratuity reports were processed, consisting of 2 rejections and 0 acceptances of gratuities.
  - d. Management of Alleged Violations Reporting (WBS): During 2024, there were 23 WBS reports processed.
  - e. Monitoring Compliance with the Submission of State Officials' Wealth Reports (LHKPN): As of March 31, 2024, compliance with the submission of LHKPN was 100% out of a total of 1,215 KAI LHKPN reporters.
  - f. Monitoring Compliance with the Code of Conduct: As of December 31, 2024, 28123 personnel (99.99%) signed the Code of Conduct, while 15 personnel (0.01%) have not signed.
  - g. ISO 37001:2016 Implementation Program on Anti-Bribery Management System (SMAP): The company has obtained 4 ISO 37001:2016 SMAP certificates, covering 20 units at the Head Office, representing all directorates, Daop 3 Cirebon, Divre 3 Palembang, and Balai Yasa Manggarai, Goods and Services.
  - h. GCG Dissemination: In 2024, GCG dissemination activities were conducted 22 times, both online and offline, for stakeholders (internal and external), with routine dissemination conducted through the company's internal media every month.



25. Penerapan Sistem Manajemen Mutu dengan melakukan:
- Monitoring Implementasi SMM ISO 9001:2015 dilaksanakan melalui pendampingan implementasi di 6 Balai Yasa Sarana, 9 Daerah Operasi, 4 Divisi Regional, Unit *Corporate Document Management*, Unit Training and Education Ir. H. Djuanda, Unit CC 121, Balai Yasa Jembatan Kiaracondong, dan Balai Yasa Mekanik Cirebon Prujakan
  - Audit Mutu Internal ISO 9001:2015 dilaksanakan guna memastikan efektivitas penerapan Sistem Manajemen Mutu dan Kesiapan Unit dalam menghadapi Anti Mutu Eksternal guna mempertahankan sertifikat SMM ISO 9001:2015.
  - Pendampingan Audit Mutu Eksternal (Audit Sertifikasi, Audit Resertifikasi, Audit *Surveillance*) di 6 Balai Yasa Sarana, 9 Daerah Operasi, 4 Divisi Regional, Unit *Corporate Document Management*, Unit Training and Education IR. H. Djuanda, Unit CC 121, Balai Yasa Jembatan Kiaracondong, dan Balai Yasa Mekanik Cirebon Prujakan.
26. Melakukan Kegiatan Peningkatan Mutu dengan kegiatan beberapa hal antara lain:
- Menyenggarakan Kegiatan *Award Internal*, yaitu:
    - Innovation & Improvement Award* pada tanggal 26-28 Agustus 2024 dilaksanakan di Hotel Aston, Semarang dengan jumlah peserta final 53 Tim/124 Orang.
  - Mengikuti Kegiatan *Award Eksternal*, yaitu:
    - Keikutsertaan Temu Karya Mutu dan Produktivitas Nasional (TKMPN) XXVIII Tahun 2024 pada tanggal 17-30 November 2023 di Yogyakarta dengan mengirimkan 31 Orang/13 Tim dengan perolehan penghargaan 2 *Diamond*, 8 *Platinum* dan 3 *Gold* (range penilaian *Diamond* 94 - 100; *Platinum* 87 - 93,9; *Gold* 79-86,9; *Silver* 70 - 78,9; *Bronze* 60 - 69,9).
    - Keikutsertaan Kompetisi Inovasi Tingkat Internasional dalam ajang *International Quality and Productivity Convention* (IQPC) Tahun 2024 pada tanggal 9-12 SEPTEMBER 2024 di Manila dengan total 14 peserta/6 Tim dengan perolehan penghargaan 6 *Excellent* (range penilaian *Excellent* 90 - 100; *Outstanding* 80 - 89; *Admmirable* 70 - 79).
    - Keikutsertaan *SNI Award* dengan perolehan Anugerah Emas.
  - Kegiatan *Coaching* kepada perwakilan auditor internal SMM ISO 9001:2015 berasal seluruh Daop, Divre, Balai Yasa Sarana, Balai Yasa Prasarana, Kantor Pusat dan Unit USP.

25. Implementation of the Quality Management System:
- Monitoring of ISO 9001:2015 SMM: This was carried out through implementation assistance across 6 Balai Yasa Sarana, 9 Operational Areas, 4 Regional Divisions, the *Corporate Document Management* Unit, the Training and Education Unit (Ir. H. Djuanda), CC Unit 121, Kiaracondong Bridge Service Center, and Cirebon Prujakan Mechanic Service Center.
  - Internal Quality Audit for ISO 9001:2015: Conducted to ensure the effectiveness of the Quality Management System and unit readiness for external quality challenges, aiming to maintain the ISO 9001:2015 SMM certificate.
  - Assistance with External Quality Audits (Certification, Recertification, *Surveillance*): Provided assistance for audits across 6 Facilities Service Centers, 9 Operational Areas, 4 Regional Divisions, the *Corporate Document Management* Unit, the Training and Education Unit (Ir. H. Djuanda), CC Unit 121, Kiaracondong Bridge Service Center, and Cirebon Prujakan Mechanic Service Center.
26. Conducted quality improvement activities, including:
- Internal Award Activities:
    - Organized the *Innovation & Improvement Award* from August 26-28, 2024, at the Aston Hotel in Semarang, with 53 teams comprising 124 participants.
  - Participation in External Award Activities:
    - Engaged in the XXVIII National Quality and Productivity Work Meeting (TKMPN) in 2024, held from November 17-30 in Yogyakarta, sending 31 participants across 13 teams, earning 2 *Diamond*, 8 *Platinum*, and 3 *Gold* awards (*Diamond* assessment range: 94-100; *Platinum*: 87-93.9; *Gold*: 79-86.9; *Silver*: 70-78.9; *Bronze*: 60-69.9).
    - Took part in the *International Innovation Competition* at the 2024 *International Quality and Productivity Convention* (IQPC) from September 9-12 in Manila, achieving 6 *Excellent* awards (*Excellent* assessment range: 90-100; *Outstanding*: 80-89; *Admirable*: 70-79).
    - Participated in the *SNI Award*, receiving the *Gold Award*.
  - Coaching* activities for representatives of internal auditors of ISO 9001:2015 from all Daop, Divre, Balai Yasa Sarana, Balai Yasa Infranasarana, Head Office, and USP Units.

27. Melaksanakan 6 aktivasi Internal.
28. Penerbitan 12 Edisi *E-Magz*.
29. Melaksanakan kerja sama dengan 23 media dan 5 komunitas media melalui program *partnership* dan *sponsorship*, dengan rincian 19 kerja sama dalam bentuk *partnership* dan 23 kerja sama dalam bentuk *sponsorship*.
30. Memproduksi 2 buku Perusahaan.
31. Melakukan penerbitan siaran pers sebanyak 444 judul.
32. Mengadakan 53 Kegiatan Media *Relations*.
33. Mengadakan 19 Kegiatan dengan Komunitas Pecinta KA.
34. Melayani 125 orang permintaan publik.
35. Memproduksi 169 Video Perusahaan.

27. Implemented 6 internal activations.
28. Published 12 editions of *E-Magz*.
29. Established cooperation with 23 media outlets and 5 media communities through partnership and sponsorship programs, detailing 19 partnerships and 23 sponsorships.
30. Produced 2 company books.
31. Conducted 444 press releases.
32. Conducted 53 Media Relations Activities.
33. Conducted 19 Activities with the Railway Enthusiast Community.
34. Conducted 19 Activities with the Railway Enthusiast Community.
35. Conducted 19 Activities with the Railway Enthusiast Community.

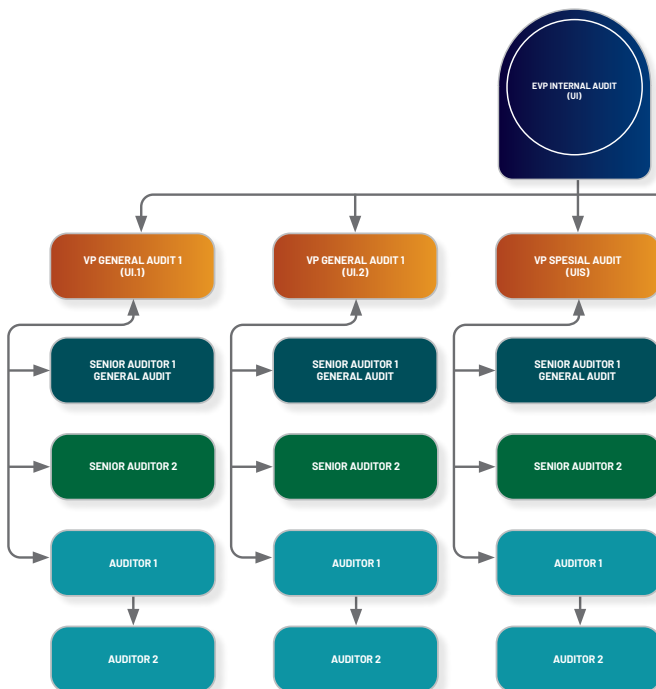
## Divisi Internal Audit

*Internal Audit Division*

### STRUKTUR ORGANISASI DIVISI INTERNAL AUDIT

Berdasarkan Keputusan Direksi PT KAI (Persero) Nomor: KEP.U/ KO.104/V/4/KA-2016 Tanggal 26 Mei 2016 tentang Organisasi dan Tata Laksana Unit Internal Audit/Satuan Pengawasan Intern, Struktur Organisasi Unit Internal Audit adalah sebagai berikut:

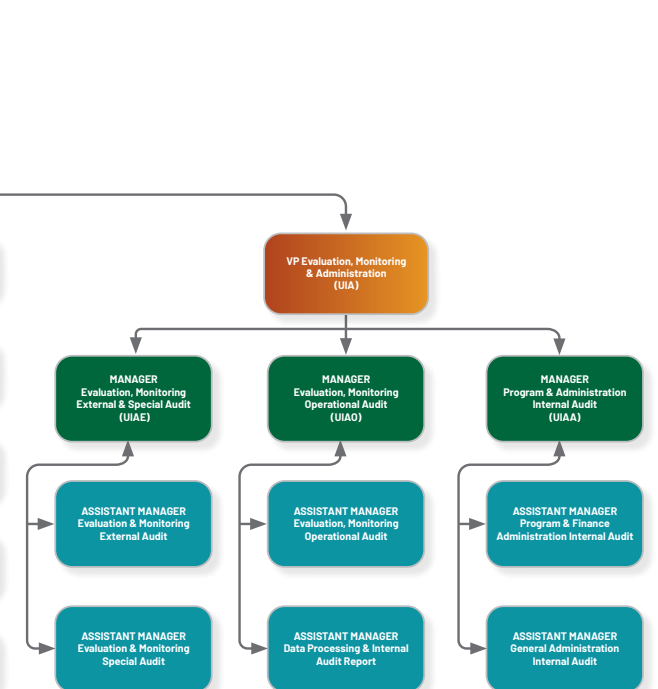
#### Struktur Divisi Internal Audit



### ORGANIZATIONAL STRUCTURE OF THE INTERNAL AUDIT DIVISION

According to the Decree of the Board of Directors of PT KAI (Persero) Number: KEP.U/KO.104/V/4/KA-2016, dated May 26, 2016, regarding the Organization and Implementation of the Internal Audit Unit/Internal Supervisory Unit, the organizational structure of the Internal Audit Unit is as follows:

#### Internal Audit Division Organizational Structure



### KEDUDUKAN DIVISI INTERNAL AUDIT DALAM STRUKTUR ORGANISASI

Berdasarkan Keputusan Direksi PT KAI (Persero) No. KEP.U/KO.104/V/4/KA-2016 tanggal 26 Mei 2016 tentang Organisasi dan Tata Laksana Unit Internal Audit/Satuan Pengawasan Intern, Divisi Internal Audit berkedudukan di Kantor Pusat Perseroan, yaitu di Bandung. Secara struktural, Divisi Internal Audit berada satu tingkat di bawah Direksi dan bertanggung jawab secara langsung kepada Direktur Utama.

### PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA UNIT AUDIT INTERNAL

Mengacu pada Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024 tentang Piagam Audit Intern (Internal Audit Charter), Kepala Divisi Internal Audit diangkat dan diberhentikan dengan ketentuan sebagai berikut.

1. Divisi Internal Audit dipimpin oleh seorang Kepala SPI/ Executive Vice President yang diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan Dewan Komisaris.
2. Kepala Divisi Internal Audit bertanggung jawab secara struktural kepada Direktur Utama, dapat berkomunikasi dengan Direksi dan berkoordinasi dengan Komisaris melalui Komite Audit.

### PIAGAM PENGAWASAN INTERNAL

Divisi Internal Audit sebagai Satuan Pengawas Intern Perseroan memiliki Piagam Internal Audit (Internal Audit Charter) sebagai dasar acuan bagi tujuan, kewenangan, dan tanggung jawab terkait aktivitas audit internal, yang ditetapkan berdasarkan Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024. Piagam Internal Audit berlaku sebagai pedoman yang menjelaskan posisi dan aktivitas Satuan Pengawasan Intern dalam organisasi, memberikan kewenangan akses terhadap catatan, personil, dan properti fisik yang relevan dengan praktik penugasan, serta mendefinisikan ruang lingkup aktivitas Satuan Pengawasan Internal.

Lebih dari itu, Piagam Pengawasan Intern memuat pengakuan terhadap eksistensi dan komitmen pemimpin atas fungsi Unit Audit Internal/Satuan Pengawasan Intern (SPI) pada PT Kereta Api Indonesia (Persero). Piagam Internal Audit KAI disusun dengan berdasarkan definisi audit internal, kode etik, *International standard for the Professional Practice of internal Auditing* yang ditertibkan International Audit Standard Board (IASB) The Institute of Internal Auditors (IIA).

### POSITION OF THE INTERNAL AUDIT DIVISION IN THE ORGANIZATIONAL STRUCTURE

According to the Decree of the Board of Directors of PT KAI (Persero) No. KEP.U/KO.104/V/4/KA-2016, dated May 26, 2016, concerning the Organization and Implementation of the Internal Audit Unit/Internal Supervisory Division, the Internal Audit Division is located at the Company's Head Office in Bandung. Structurally, the Internal Audit Division operates one level below the Board of Directors and is directly accountable to the President Director.

### APPOINTMENT AND DISMISSAL OF THE HEAD OF THE INTERNAL AUDIT UNIT

Referring to the Decree of the Board of Directors of PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 dated 19 February 2024 concerning the Internal Audit Charter, the Head of the Internal Audit Division is appointed and dismissed with the following provisions.

1. The Internal Audit Division is led by a Head of SPI/ Executive Vice President, who is appointed and dismissed by the President Director upon obtaining approval from the Board of Commissioners.
2. The Head of the Internal Audit Division is structurally accountable to the President Director and can communicate with the Board of Directors and coordinate with the Commissioners through the Audit Committee.

### INTERNAL AUDIT CHARTER

The Internal Audit Division as the Company's Internal Supervisory Unit has an Internal Audit Charter as a reference for the objectives, authorities, and responsibilities related to internal audit activities, which is stipulated based on the Decree of the Board of Directors of PT KAI (Persero) Number SK.U/KG.210/II/1/KA-2024 dated February 19, 2024. The Internal Audit Charter serves as a guideline that explains the position and activities of the Internal Audit Unit in the organization, provides authority to access records, personnel, and physical property relevant to assignment practices, and defines the scope of the Internal Audit Unit's activities.

Furthermore, the Internal Audit Charter contains an acknowledgement of the existence and commitment of the leader to the function of the Internal Audit Unit/Internal Audit Unit (SPI) at PT Kereta Api Indonesia (Persero). The KAI Internal Audit Charter is prepared based on the definition of internal audit, code of ethics, International Standard for the Professional Practice of Internal Auditing which is regulated by the International Audit Standard Board (IASB) The Institute of Internal Auditors (IIA).

Dalam piagam Internal Audit KAI memuat butir-butir sebagai berikut:

1. Visi, Misi, Fungsi, dan Ruang Lingkup;
2. Struktur, Kedudukan, dan Hubungan Kerja;
3. Tanggung Jawab, Kewenangan, dan Larangan;
4. Independensi, Objektivitas, dan Profesional;
5. Kode Etik; dan
6. Program pengembangan dan peningkatan kualitas kepercayaan dan Lain-Lain

#### TUGAS DAN TANGGUNG JAWAB INTERNAL AUDIT

Berdasarkan Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024 tentang Piagam Audit Intern (Internal Audit Charter), Divisi Audit Internal memiliki tanggung jawab adalah sebagai berikut:

1. Merencanakan dan melaksanakan aktivitas audit internal, mencakup pemberian keyakinan dan masukan dengan penekanan pada aktivitas yang mempunyai risiko tinggi.
2. Mengembangkan sistem untuk memantau proses tindak lanjut atas aktivitas audit internal.
3. Melaporkan secara periodik atas aktivitas audit internal kepada Direksi, Dewan Komisaris, dan/atau Komite Audit.
4. Memastikan bahwa sumber daya Unit Internal Audit telah sesuai, memadai, dan dapat digunakan secara efektif dalam rangka pencapaian rencana yang telah ditetapkan.
5. Mengembangkan *quality assurance and improvement program* (QAIP) sebagai evaluasi kesesuaian aktivitas audit internal terhadap Standar IIA dan Kode Etik Internal Auditor.
6. Melakukan koordinasi dengan auditor eksternal dan penyedia jasa asuransi lainnya, untuk mencapai hasil yang komprehensif dan optimal.

#### KEWENANGAN INTERNAL AUDIT

Berdasarkan Keputusan Direksi PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 tanggal 19 Februari 2024 tentang Piagam Audit Intern (Internal Audit Charter), Divisi Internal Audit memiliki wewenang untuk:

1. Melakukan aktivitas audit internal terhadap semua unit kerja perusahaan, dan/atau anak perusahaan, sesuai tata kelola yang baik (*good governance*).
2. Melakukan aktivitas audit khusus/investigatif terhadap unsur kegiatan yang terindikasi *fraud* dan melanggar *code of conduct*.
3. Mengakses seluruh data dan informasi yang relevan tanpa pembatasan tentang Perusahaan, dan/atau anak perusahaan, termasuk meminta keterangan kepada semua pekerja terkait.

The KAI Internal Audit Charter includes the following points:

1. Vision, Mission, Functions, and Scope;
2. Structure, Position, and Working Relationship;
3. Responsibilities, Authorities, and Restrictions;
4. Independence, Objectivity, and Professionalism;
5. Code of Conduct; and
6. Quality development, improvement programs, and other related matters.

#### DUTIES AND RESPONSIBILITIES OF INTERNAL AUDIT

Based on the Decree of the Board of Directors of PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 dated February 19, 2024 concerning the Internal Audit Charter, the Internal Audit Division has the following responsibilities:

1. Planning and executing internal audit activities, emphasizing high-risk areas and providing assurance and input.
2. Developing a system to monitor the follow-up process for internal audit activities.
3. Reporting periodically on internal audit activities to the Board of Directors, Board of Commissioners, and/or Audit Committee.
4. Ensuring that the resources of the Internal Audit Unit are sufficient, appropriate, and used effectively to achieve the established plan.
5. Developing a Quality Assurance and Improvement Program (QAIP) to evaluate the conformity of internal audit activities with IIA Standards and the Internal Auditor Code of Conduct.
6. Coordinating with external auditors and other service providers to achieve comprehensive and optimal results.

#### INTERNAL AUDIT AUTHORITY

Based on the Decree of the Board of Directors of PT KAI (Persero) No. SK.U/KG.210/II/1/KA-2024 dated February 19, 2024 concerning the Internal Audit Charter, the Internal Audit Division has the authority to:

1. Conduct internal audits across all company work units and subsidiaries in line with good governance practices.
2. Perform special or investigative audits on activities suspected of fraud or violations of the code of conduct.
3. Access all relevant data and information without limitations regarding the company or its subsidiaries, including the ability to request information from all related personnel.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.</p> <p>5. Mengadakan rapat secara berkala dan insidental dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.</p> <p>6. Melakukan koordinasi dengan pihak eksternal, termasuk regulator dan/atau auditor eksternal.</p> <p>7. Meminta atau mendapatkan bantuan tenaga ahli/profesional, jika dianggap perlu, baik dari dalam maupun dari luar perusahaan.</p> <p>8. Mengikuti rapat yang bersifat strategis tanpa memiliki hak suara.</p> | <p>4. Communicate directly with the Board of Directors, Board of Commissioners, and/or Audit Committee.</p> <p>5. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee.</p> <p>6. Coordinate with external parties, such as regulators and external auditors.</p> <p>7. Seek or obtain assistance from experts or professionals, if necessary, from both within and outside the Company.</p> <p>8. Attend strategic meetings without the right to vote.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### PROFIL EVP INTERNAL AUDIT

#### PROFILE OF INTERNAL AUDIT EVP

| DWI ERNI RATNAWAT<br>Executive Vice President of Internal Audit |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                            | Warga Negara Indonesia / Indonesian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Domisili / Domicile</b>                                      | Bogor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>       | Pekalongan, 2 Oktober 1968 / Pekalongan, October 2, 1968                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Usia / Age</b>                                               | 56 tahun / 56 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Periode Menjabat / Term of Office</b>                        | Juli 2018 – 31 Oktober 2024 / July 2018 – October 31, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b>      | SK.U/KH.608/VII/33/SAP/KA2018, tanggal 12 Juli 2018 / SK.U/KH.608/VII/33/SAP/KA2018, tanggal July 12, 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Pendidikan / Educational Background</b>              | <ul style="list-style-type: none"> <li>S2-Manajemen Keuangan Universitas Satyagama (2000) / Master's Degree of Financial Management at University of Satyagama (2000)</li> <li>S1-Akuntansi, Universitas Padjadjaran (1993) / Bachelor's Degree in Accounting at University of Padjadjaran (1993)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Sertifikasi / Certifications</b>                             | CA (Chartered Accountant)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Pengalaman Kerja / Employment History</b>                    | <ul style="list-style-type: none"> <li>EVP Internal Audit PT KAI (Juli 2018-sekarang) / EVP Internal Audit PT KAI (July 2018 - Present)</li> <li>EVP Daerah Operasi 4 Semarang PT KAI (April-Juli 2018) / EVP District Operation 4 Semarang PT KAI (April - July 2018)</li> <li>EVP Daerah Operasi 3 Cirebon PT KAI (Januari-April 2018) / EVP District Operation 3 Cirebon PT KAI (January - April 2018)</li> <li>EVP Daerah Operasi 5 Purwokerto PT KAI (Juli 2016-Januari 2018) / EVP District Operation 5 Purwokerto PT KAI (July 2016 - January 2018)</li> <li>Deputy EVP Daerah Operasi 6 Yogyakarta PT KAI (April-Juli 2016) / Deputy EVP District Operation 6 Yogyakarta PT KAI (April - July 2016)</li> <li>CDD Training and Education PT KAI (Maret-April 2016) / CDD Training and Education PT KAI (March - April 2016)</li> <li>EVP Training and Education IR.H.Djuanda PT KAI (Februari-Maret 2016) / EVP Training and Education IR.H.Djuanda PT KAI (February - March 2016)</li> <li>EVP Internal Audit PT KAI (Agustus 2014-Februari 2016) / EVP Internal Audit PT KAI (August 2014 - February 2016)</li> <li>Kasubaud Jatim III Perwakilan Jatim-BPK RI (Mei 2013-Juni 2014) / Kasubaud Jatim III Jatim Representative - BPK RI (May 2013 - June 2014)</li> </ul> |
| <b>Rangkap Jabatan / Concurrent Position</b>                    | Tidak ada / None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| MUHAMAD NURUL HUDA DWI SANTOSO*<br>PYMT EVP Internal Audit / PYMT EVP Internal Audit |                                            |
|--------------------------------------------------------------------------------------|--------------------------------------------|
| <b>Kewarganegaraan / Citizenship</b>                                                 | Warga Negara Indonesia / Indonesian        |
| <b>Domisili / Domicile</b>                                                           | Jakarta                                    |
| <b>Tempat dan Tanggal Lahir / Place and Date of Birth</b>                            | Blitar, 5 Juni 1973 / Blitar, June 5, 1973 |
| <b>Usia / Age</b>                                                                    | 52 tahun / 52 years old                    |



|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Periode Menjabat / Term of Office</b>                   | <ul style="list-style-type: none"> <li>SPPT PYMT EVP Internal Audit (23 September-31 Oktober 2024) / Internal Audit SPPT PYMT EVP (September 23-October 31, 2024)</li> <li>SPPT PYMT EVP Internal Audit (1 November-30 November 2024) / Internal Audit SPPT PYMT EVP (November 1-November 30, 2024)</li> <li>SPPT PYMT EVP Internal Audit (1 Desember-31 Desember 2024) / Internal Audit SPPT PYMT EVP (December 1-December 31, 2024)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Dasar Hukum Penunjukan / Legal Basis of Appointment</b> | <ul style="list-style-type: none"> <li>SPPT PYMT No. KL.502/IX/29/KA-2024, tanggal 27 September 2024 / SPPT PYMT No. KL.502/IX/29/KA-2024, dated September 27, 2024</li> <li>SPPT PYMT No. KL.502/XI/2/KA-2024, tanggal 1 November 2024 / SPPT PYMT No. KL.502/XI/2/KA-2024, dated November 1, 2024</li> <li>SPPT PYMT No. KL.502/XII/1/KA-2024, tanggal 5 Desember 2024 / SPPT PYMT No. KL.502/XII/1/KA-2024, dated December 5, 2024</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Riwayat Pendidikan / Educational Background</b>         | <ul style="list-style-type: none"> <li>S2 – Hukum, di Universitas Padjadjaran (2003) / Master of Law at Universitas Padjadjaran (2003)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Sertifikasi / Certifications</b>                        | <ul style="list-style-type: none"> <li>Qualified Internal Auditor (QIA)</li> <li>IQ-LA</li> <li>Chartered Accountant (CA)</li> <li>Certified Fraud Examiner (CFE)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Pengalaman Kerja / Employment History</b>               | <ul style="list-style-type: none"> <li>Executive Vice President Of Non Railway Assets (17 Maret 2024-present) / Executive Vice President of Non-Railway Assets (March 17, 2024 – present)</li> <li>Executive Vice President Of Non Railway Assets (01 Januari 2023-16 Maret 2024) / Executive Vice President of Non-Railway Assets (January 1, 2023 – March 16, 2024)</li> <li>Corporate Deputy Director Of Non Railway Assets (17 Maret 2021-31 Desember 2022) / Corporate Deputy Director of Non-Railway Assets (March 17, 2021 – December 31, 2022)</li> <li>Executive Vice President Daerah Operasi 4 Semarang (23 Januari 2019-16 Maret 2021) / Executive vice President of Operational Area 4 Semarang (January 23, 2019 – March 16, 2021)</li> <li>Vice President Daerah Operasi 5 Purwokerto (12 Juli 2018-22 Januari 2019) / Vice President of Operational Area 5 Purwokerto (July 12, 2018 – January 22, 2019)</li> <li>Executive Vice President Internal Audit (2 Agustus 2016-11 Juli 2018) / Executive Vice President of Internal Audit (August 2, 2016 – July 11, 2018)</li> <li>Pjs Executive Vice President Internal Audit (14 Juni 2014-12 Oktober 2014) / Acting Executive Vice President of Internal Audit (June 14, 2014 – October 12, 2014)</li> <li>Vice President Quality Assurance And Good Corpora (21 Mei 2014-1 September 2014) / Vice President of Quality Assurance and Good Corporate Governance (May 21, 2014 – September 1, 2014)</li> <li>Staf Utama Direktur Utama (20 Mei 2014-20 Mei 2014) / Main Staff of the President Director (May 20, 2014-May 20, 2014)</li> </ul> |
| <b>Rangkap Jabatan / Concurrent Position</b>               | PYMT EVP Internal Audit / Internal Audit PYMT EVP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

\*) Menjabat per 31 Oktober-31 Desember 2024 / Started serving on October 31, December 31, 2024

### KOMPOSISI PERSONIL DIVISI AUDIT INTERNAL

Hingga 31 Desember 2024, Divisi Internal Audit memiliki personil sejumlah 117 orang terdiri dari 19 orang pekerja struktural dan pelaksana serta 40 auditor. Informasi komposisi personil Unit Audit Internal adalah sebagai berikut:

### INTERNAL AUDIT DIVISION PERSONNEL COMPOSITION

As of December 31, 2024, the Internal Audit Unit has 58 personnel consisting of 18 structural and implementing workers and 40 auditors. Information on the composition of the Internal Audit Unit personnel is as follows:

**Tabel Komposisi Personil Unit Audit Internal**

**Table of Internal Audit Unit Personnel Composition**

| No                    | Jabatan          | Jumlah Pekerja                             |                 |                 |               | Total     |
|-----------------------|------------------|--------------------------------------------|-----------------|-----------------|---------------|-----------|
|                       |                  | Evaluation, Monitoring, and Administration | General Audit 1 | General Audit 2 | Special Audit |           |
| 1                     | EVP              | 1                                          | 0               | 0               | 0             | 1         |
| 2                     | VP               | 1                                          | 1               | 1               | 1             | 4         |
| 3                     | Manager          | 3                                          | 0               | 0               | 0             | 3         |
| 4                     | Specialist       | 6                                          | 0               | 0               | 0             | 6         |
| 5                     | Pelaksana        | 4                                          | 0               | 0               | 0             | 4         |
| <b>Jumlah / Total</b> |                  | <b>15</b>                                  | <b>1</b>        | <b>1</b>        | <b>1</b>      | <b>18</b> |
| 6                     | Senior Auditor 1 | 0                                          | 2               | 4               | 4             | 10        |
| 7                     | Senior Auditor 2 | 0                                          | 4               | 4               | 3             | 11        |

| No             | Jabatan   | Jumlah Pekerja                             |                 |                 |               | Total |
|----------------|-----------|--------------------------------------------|-----------------|-----------------|---------------|-------|
|                |           | Evaluation, Monitoring, and Administration | General Audit 1 | General Audit 2 | Special Audit |       |
| 8              | Auditor 1 | 0                                          | 2               | 6               | 3             | 11    |
| 9              | Auditor 2 | 0                                          | 4               | 2               | 2             | 8     |
| Jumlah / Total |           | 0                                          | 12              | 16              | 12            | 40    |
| Total          |           | 15                                         | 13              | 17              | 13            | 58    |

#### SERTIFIKASI PROFESI PERSONIL UNIT AUDIT INTERNAL

Hingga 31 Desember 2024, sertifikasi profesi personil Unit Audit Internal adalah sebagai berikut:

Tabel Sertifikasi Profesi Personil Unit Audit Internal

#### INTERNAL AUDIT UNIT PERSONNEL PROFESSIONAL CERTIFICATION

As of December 31, 2024, the professional certification of Internal Audit Unit personnel is as follows:

Table of Internal Audit Unit Personnel Professional Certification

| Sertifikasi / Certification                                                                                                                                                                                                                                                                                   | Jumlah Peserta / Total Participants | Waktu Pelaksanaan / Time                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------|
| <b>Sertifikasi YPIA: / YPIA Certifications</b>                                                                                                                                                                                                                                                                |                                     |                                                |
| a. Tingkat Manajerial / Managerial Level                                                                                                                                                                                                                                                                      | 1                                   | 18-27 Maret 2024 / March 18-27, 2024           |
| b. Wisuda QIA / QIA Graduation                                                                                                                                                                                                                                                                                | 2                                   | 4-5 Desember 2024 / December 4-5, 2024         |
| Qualified Risk Management Officer (ORMO)                                                                                                                                                                                                                                                                      | 13                                  | 6-8 & 13 Mei 2024 / May 6-8 & 13, 2024         |
|                                                                                                                                                                                                                                                                                                               | 10                                  | 2-4 & 9 Desember 2024 / December 2-4 & 9, 2024 |
| Chartered Accountant (CA)                                                                                                                                                                                                                                                                                     | 2                                   | Juli - September 2024 / July - September 2024  |
| Certified Anti Fraud Manager (CAFM)                                                                                                                                                                                                                                                                           | 2                                   | 30-31 Oktober 2024 / October 30-31, 2024       |
| National Certification for Trainer (NCT)                                                                                                                                                                                                                                                                      | 8                                   | 29-30 Oktober 2024 / October 29-30, 2024       |
| Certified Profesional Governance, Risk Management & Compliance (CPGRC)                                                                                                                                                                                                                                        | 34                                  | 9-10 November 2024 / November 9-10, 2024       |
| <b>Pelatihan berkaitan basis digital &amp; teknologi informasi untuk audit: / Training related to digital base &amp; information technology for audit:</b>                                                                                                                                                    |                                     |                                                |
| a. Pelatihan Auditing & Monitoring IT General Control / IT General Control Auditing & Monitoring Training                                                                                                                                                                                                     | 6                                   | 20 Maret 2024 / March 20, 2024                 |
| b. In House Training Pelatihan Teknik Pengolahan Data (Big Data) untuk Analisa dan Audit Menggunakan Aplikasi Audit Command Language (ACL) Data Analyst / In House Training Data Processing Techniques Training (Big Data) for Analysis and Audit Using Audit Command Language (ACL) Application Data Analyst | 12                                  | 20-21 Maret 2024 / March 20-21, 2024           |
| c. Pelatihan Class IT Auditing "IT Auditing for Internal Auditor: Theory and Practice" / IT Auditing Class Training "IT Auditing for Internal Auditors: Theory and Practice"                                                                                                                                  | 20                                  | 5 Oktober 2024 / October 5, 2024               |
| Pelatihan Penilaian Risk Maturity Index (RMI) / Risk Maturity Index (RMI) Assessment Training                                                                                                                                                                                                                 | 1                                   | 8 Maret 2024 / March 8, 2024                   |
| Pelatihan Mengenal Internal Control over Financial Reporting (ICoFR) / Internal Control over Financial Reporting (ICoFR) Training                                                                                                                                                                             | 8                                   | 26-27 Juli 2024 / July 26-27, 2024             |
| <b>Seminar/Workshop terkait audit: / Audit related seminars/workshops:</b>                                                                                                                                                                                                                                    |                                     |                                                |
| a. Konferensi Audit Internal/Seminar Nasional Internal Audit / Internal Audit Conference/National Internal Audit Seminar                                                                                                                                                                                      | 3                                   | 10-11 Juli 2024 / July 10-11, 2024             |

| Sertifikasi /<br>Certification                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jumlah Peserta /<br>Total Participants | Waktu Pelaksanaan /<br>Time                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------|
| b. Workshop Nasional "Aspek Hukum dan Antisipasi Pemeriksaan Oleh BPK Atas Pengelolaan Keuangan Menuju WTP Oleh BPK Dalam Mencegah Tindak Korupsi, Metode Teknik Assesment Resiko Kecurangan Bagi BUMN, BUMD, PMA Dan Perbankan Dalam Pemberantasan TPPU" / National Workshop "Legal Aspects and Anticipation of Audit by BPK on Financial Management Towards WTP by BPK in Preventing Corruption, Technical Method of Fraud Risk Assessment for BUMN, BUMD, PMA and Banking in Eradicating TPPU" | 1                                      | 21-22 November 2024 /<br>November 21-22, 2024 |
| c. Workshop Bincang SPI 2024 " SPI Sebagai Organ Pengelola Risiko: Tantangan & Realita Dalam Mencapai Kinerja Optimal Perusahaan" / Workshop Bincang SPI 2024 " SPI Sebagai Organ Pengelola Risiko: Tantangan & Realita Dalam Mencapai Kinerja Optimal Perusahaan"                                                                                                                                                                                                                                | 2                                      | 28-29 November 2024 /<br>November 28-29, 2024 |
| d. Seminar Nasional Internal Audit (SNIA) 2024 tema " Cultural Transformation: Integrating ESG, Cyber Security And Innovative Risk Management" / The 2024 National Seminar on Internal Audit (SNIA) has the theme "Cultural Transformation: Integrating ESG, Cyber Security and Innovative Risk Management"                                                                                                                                                                                       | 3                                      | 4-5 Desember 2024 / December 4-5, 2024        |

### RAPAT UNIT AUDIT INTERNAL

Di tahun 2024, Divisi Internal Audit telah menyelenggarakan rapat gabungan bersama Direksi, Dewan Komisaris dan/atau Komite Audit sejumlah 7 (tujuh) kali rapat sebagai berikut:

### INTERNAL AUDIT UNIT MEETINGS

In 2024, the Internal Audit Division held 7(seven) joint meetings with the Board of Directors, Board of Commissioners and/or Audit Committee as follows:

**Tabel Rapat Divisi Internal Audit tahun 2024**

**Table of Internal Audit Division Meeting in 2024**

| No | Tanggal /<br>Date                       | Agenda Rapat /<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Peserta Rapat /<br>Meeting Participants                                                                                                                                         |
|----|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 26 Januari 2024 /<br>January 26, 2024   | <ul style="list-style-type: none"> <li>Pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan IV 2023 dan di Tahun 2023 secara keseluruhan; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter IV 2023 and in 2023 as a whole;</li> <li>Termasuk progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham. / Including progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations.</li> <li>Piagam Internal Audit yang telah direvisi. / Revised Internal Audit Charter.</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Komite Audit / Audit Committee</li> <li>Jajaran Internal Audit / Internal Audit Team</li> </ul>                                          |
| 2  | 13 Februari 2024 /<br>February 13, 2024 | Persiapan yang telah dan akan dilakukan agar ICOFR diagnostic review ini dapat dijalankan sesuai dengan tenggat waktu yang ditetapkan oleh K-BUMN. / Preparations have been and will be made so that the ICOFR diagnostic review can be carried out in accordance with the deadline set by K-BUMN.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Komite Audit / Audit Committee</li> <li>Jajaran Keuangan / Finance Team</li> <li>Jajaran Internal Audit / Internal Audit Team</li> </ul> |
| 3  | 20 Februari 2024 /<br>February 20, 2024 | Progress update persiapan penunjukkan konsultan independen untuk melakukan diagnostic review ICOFR untuk KAI. / Progress update on preparations for the appointment of an independent consultant to conduct a diagnostic review of ICOFR for KAI.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Komite Audit / Audit Committee</li> <li>Jajaran Keuangan / Finance Team</li> <li>Jajaran Internal Audit / Internal Audit Team</li> </ul> |
| 4  | 22 Mei 2024 /<br>May 22, 2024           | <ul style="list-style-type: none"> <li>Pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan I 2024; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter I 2024;</li> <li>Temuan-temuan yang signifikan; / Significant findings;</li> <li>progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / Progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations;</li> </ul>                                                                                                                                                               | <ul style="list-style-type: none"> <li>Komite Audit / Audit Committee</li> <li>Jajaran Internal Audit / Internal Audit Team</li> </ul>                                          |
| 5  | 30 Juli 2024 /<br>July 30, 2024         | <ul style="list-style-type: none"> <li>pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan II 2024; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter II 2024;</li> <li>temuan-temuan yang signifikan; / Significant findings;</li> <li>progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / Progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and Shareholder aspirations;</li> <li>Dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / And others that are deemed necessary to be discussed with the Audit Committee</li> </ul> | <ul style="list-style-type: none"> <li>Komite Audit / Audit Committee</li> <li>Jajaran Internal Audit / Internal Audit Team</li> </ul>                                          |

| No | Tanggal / Date                         | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Peserta Rapat / Meeting Participants                                                                                                                                                                                                                             |
|----|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6  | 11 September 2024 / September 11, 2024 | <ul style="list-style-type: none"><li>- Pemaparan tentang progress pemeriksaan-pemeriksaan BPK yang sedang berjalan; / Explanation of the progress of ongoing BPK audits;</li><li>- Update terkini terkait progress status tanggapan Dewan Komisaris/Direksi atas KHP dan/atau konsep temuan yang pernah dimintakan, seperti: (1) terkait LRT; (2) terkait tarif batubara; (3) terkait denda TAC, dan lain-lainnya (jika ada dan relevan); / The latest update regarding the progress of the status of the Board of Commissioners/ Board of Directors' responses to the KHP and/or concept of findings that have been requested, such as: (1) related to LRT; (2) related to coal tariffs; (3) related to TAC fines, and others (if any and relevant);</li><li>- Langkah berikutnya yang akan dilakukan oleh: (1) UI/SPI; (2) Direksi atas kedua point diatas; / The next steps to be taken by: (1) UI/SPI; (2) Board of Directors for the two points above;</li><li>- dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit dan/atau yang perlu dieskalasi kepada Dewan Komisaris. / And others that are deemed necessary to be discussed with the Audit Committee and/or that need to be escalated to the Board of Commissioners.</li></ul> | <ul style="list-style-type: none"><li>- Komite Audit / Audit Committee</li><li>- Jajaran Keuangan / Finance Team</li><li>- Jajaran Operasi/ Angkutan Barang / Operations/Freight Transport Line</li><li>- Jajaran Internal Audit / Internal Audit Team</li></ul> |
| 7  | 23 Oktober 2024 / October 23, 2024     | <ul style="list-style-type: none"><li>- Pemaparan terkait capaian realisasi Program Kerja Tahunan UI di Triwulan III 2024; / Presentation related to the achievement of the realization of the UI Annual Work Program in Quarter III 2024;</li><li>- Temuan-temuan yang signifikan; / Significant findings;</li><li>- Progress monitoring penyelesaian temuan-temuan yang masih outstanding, baik dari hasil audit internal, audit eksternal, maupun aspirasi Pemegang Saham; / Progress monitoring of the completion of outstanding findings, both from the results of internal audits, external audits, and aspirations of Shareholders;</li><li>- Progress update pemeriksaan BPK yang sedang berjalan dan/atau masih terbuka (outstanding)/ Progress update of ongoing and/or still open (outstanding) BPK audits</li><li>- dan lainnya yang dipandang perlu untuk dibahas dengan Komite Audit / And others that are deemed necessary to be discussed with the Audit Committee</li></ul>                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>- Komite Audit / Audit Committee</li><li>- Jajaran Internal Audit / Internal Audit Team</li></ul>                                                                                                                          |

#### PROGRAM PENINGKATAN KOMPETENSI UNIT AUDIT INTERNAL

Informasi pelatihan dan/atau peningkatan kompetensi yang diikuti oleh Divisi Unit Audit Internal di tahun 2024 adalah sebagai berikut:

#### INTERNAL AUDIT UNIT COMPETENCY DEVELOPMENT PROGRAM

Information on training and/or competency development attended by the Internal Audit Unit in 2024 is as follows:

Tabel Kompetensi Komite Evaluasi Jabatan tahun 2024

Table of Job Evaluation Committee Competency Development in 2024

| Nama / Name                                                                                                                                                                                                                                                                                                                              | Jabatan / Position                            | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials                              | Waktu dan Tempat Pelaksanaan / Time and Place of Implementation                                   | Penyelenggara / Organizers                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Daniel Setyo Budi                                                                                                                                                                                                                                                                                                                        | Senior Auditor 1                              | Sertifikasi QIA Tingkat Manajerial / QIA Managerial Level Certification                                      | 18 - 27 Maret 2024 (online) / March 18-27, 2024 (online)                                          | Yayasan Pendidikan Internal Audit / Internal Audit Education Foundation    |
| 1. Ari Sulistyasih<br>2. Riang Ardiansyah Ghofar<br>3. Prayitno<br>4. Paulus Satria Endragian<br>5. Mohammad Safrurrisa<br>6. Nasheh Uluwan<br>7. Mochamad Rizky Pratama Adinegara<br>8. Ismail Hasan<br>9. Adin Muhammad Jamaluddin Saify<br>10. Imam Nur Haryanto<br>11. Akmal Fachrizal<br>12. Fajar Trasmoyo Jati<br>13. Ayu Suryani | Senior Auditor 1, Senior Auditor 2, Auditor 2 | Sertifikasi Qualified Risk Managemet Officer (ORMO) / Qualified Risk Management Officer (ORMO) Certification | 6-8 Mei, 13 Mei 2024 (online) / May 6-8, May 13, 2024 (online)                                    | Center for Risk Management & Sustainability (CRMS)                         |
| 1. Sri Tyas Sadewo<br>2. Ari Sulustyasih                                                                                                                                                                                                                                                                                                 | Senior Auditor 1                              | Sertifikasi Chartered Accountant (CA) / Chartered Accountant (CA) Certification                              | Juli-September 2024 (online) / July-September 2024 (online)                                       | Ikatan Akuntan Indonesia (IAI) / Indonesian Institute of Accountants (IAI) |
| 1. Aulia Hafiizh<br>2. Robby Harris Darmawan                                                                                                                                                                                                                                                                                             | Senior Auditor 1, Senior Auditor 2            | Sertifikasi CAFM (Certified Anti Fraud Manager) / CAFM (Certified Anti Fraud Manager) Certification          | 30-31 Oktober 2024 (Hotel Le Meridien Jakarta) / October 30-31, 2024 (Hotel Le Meridien, Jakarta) | Asia Anti Fraud Manajemen (AAFM) / Asia Anti Fraud Management (AAFM)       |

| Nama /<br>Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Jabatan /<br>Position                                                                  | Jenis Pelatihan dan<br>Materi Pelatihan / Types<br>of Training and Training<br>Materials                               | Waktu dan Tempat<br>Pelaksanaan /<br>Time and Place of<br>Implementation | Penyelenggara /<br>Organizers                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------|
| 1. Ari Ahmad Anwari<br>2. Imam Suryono<br>3. Muhammad Ary Wicaksono<br>4. Kusmiyati<br>5. Susi Herawati<br>6. David Candra<br>7. Ridha Ilmiah<br>8. Loynda Yonando                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Manager, Specialist,<br>Senior Auditor 1, Senior<br>Auditor 2, Auditor 1               | National Certification for<br>Trainer (NCT)                                                                            | 29-30 Oktober 2024<br>(online) / October 29-<br>30, 2024 (online)        | Sahabat Karir<br>Indonesia (SKI) /<br>Indonesian Career<br>Friend (SKI) |
| 1. Yansen Fictor Pangaribuan<br>2. Riang Ardiansyah Ghofar<br>3. Itep Kustiana<br>4. Dwi Astuti Nur Safitri K.<br>5. Nasheh Uluwan<br>6. Ismail Hasan<br>7. Fauziah Ulfa<br>8. Dini Oktaviani Putri<br>9. Mega Yulita<br>10. Prayitno<br>11. Rizka Insani<br>12. Fakhur Rozi Nasution<br>13. Achmad Alwy Sofyan<br>14. Paulus Satria Endragian<br>15. Gilang Febriawan<br>16. Adin Muhammad Jamaluddin Saify<br>17. Mochamad Rizky Pratama Adinegara<br>18. Sahid Putra Isnain Cahya Ardy<br>19. Dani Mukhlis Susanto<br>20. Soraya Khairunnisa<br>21. Billy Destavian<br>22. Mohammad Safrurriza<br>23. Monica Tri Lestari<br>24. Imam Nur Haryanto<br>25. Akmal Fachrizal<br>26. Fajar Trasmoyo Jati<br>27. Susan Arimbi<br>28. Zunaedi<br>29. Ari Ahmad Anwari<br>30. Susi Herawati<br>31. Kusmiyati<br>32. Irma Estiyani<br>33. Megi Irawan<br>34. Ririn Triyutami Rufianti | Manager, Specialist,<br>Senior Auditor 1, Senior<br>Auditor 2, Auditor<br>1, Auditor 2 | Certified Profesional<br>Governance, Risk<br>Management & Compliance<br>(CPGRC)                                        | 9-10 November 2024<br>(online) / November<br>9-10, 2024 (online)         | Revolution Mind<br>Indonesia (RMI)                                      |
| 1. Ari Ahmad Anwari<br>2. Megi Irawan<br>3. Zunaedi<br>4. Dani Mukhlis Susanto<br>5. Sahid Putra Isnain Cahya Ardy<br>6. Susan Arimbi<br>7. Kusmiyati<br>8. Susi Herawati<br>9. Fauziah Ulfa<br>10. Dini Oktaviani Putri                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Manager, Specialist,<br>Auditor 2                                                      | Sertifikasi Qualified Risk<br>Management Officer (QRMO)<br>/ Qualified Risk Management<br>Officer (QRMO) Certification | 2-4, 9 Desember 2024 /<br>December 2-4, 9, 2024                          | Center for Risk<br>Management &<br>Sustainability (CRMS)                |

### REALISASI PENDIDIKAN DAN SEMINAR TAHUN 2024

Realisasi kegiatan pendidikan dan seminar yang diikuti oleh personil Divisi Audit Internal untuk tahun 2024 adalah sebagai berikut:

### REALIZATION OF EDUCATION AND SEMINAR IN 2024

The realization of education and seminar activities attended by Internal Audit Division personnel for 2024 is as follows:

Tabel Realisasi Pendidikan dan Seminar tahun 2024

Table of Education and Seminar Realization in 2024

| No                     | Diklat/Seminar/Workshop /<br>Training/Seminar/Workshop                  | Jadwal Pelaksanaan / Schedule             |                | Penyelenggara /<br>Organizer                                                          | Keterangan /<br>Description   |
|------------------------|-------------------------------------------------------------------------|-------------------------------------------|----------------|---------------------------------------------------------------------------------------|-------------------------------|
|                        |                                                                         | Tanggal / Date                            | Tempat / Venue |                                                                                       |                               |
| TRIWULAN I / QUARTER I |                                                                         |                                           |                |                                                                                       |                               |
| 1                      | Pelatihan Penilaian Risk Maturity Index (RMI)                           | 8 Maret 2024 /<br>March 8, 2024           | online         | PT Pendidikan Maritim dan Logistik Indonesia (PT PMLI)                                | 1 Peserta /<br>1 Participant  |
| 2                      | Auditing & Monitoring IT General Control                                | 20 Maret 2024 /<br>March 20, 2024         | online         | FKSPI Jabar Banten                                                                    | 6 Peserta /<br>6 Participants |
| 3                      | Sertifikasi QIA Tingkat Manajerial / QIA Managerial Level Certification | 18 - 27 Maret 2024 /<br>March 18-27, 2024 | online         | Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA) | 1 Peserta /<br>1 Participant  |



| No                         | Diklat/Seminar/Workshop /<br>Training/Seminar/Workshop                                                                                                                                                                                                                                                                                                                                                                                                                                         | Jadwal Pelaksanaan / Schedule                |                                                    | Penyelenggara /<br>Organizer                                                                                     | Keterangan /<br>Description  |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------------------|
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Tanggal / Date                               | Tempat / Venue                                     |                                                                                                                  |                              |
| 4                          | In House Training Pelatihan Teknik Pengolahan Data (Big Data) untuk Analisa dan Audit Menggunakan Aplikasi Audit Command Language (ACL) Data Analyst / In House Training Data Processing Techniques Training (Big Data) for Analysis and Audit Using Audit Command Language (ACL) Application Data Analyst                                                                                                                                                                                     | 20 - 21 Maret 2024 / March 20-21, 2024       | Ruang Rapat Divisi UI Gedung D3 It.2 (offline)     | Lembaga Pendidikan PT Rizqallah Boer Makmur (PT RBM) / PT Rizqallah Boer Makmur (PT RBM) Educational Institution | 12 Peserta / 12 Participants |
| TRIWULAN II / QUARTER II   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                              |                                                    |                                                                                                                  |                              |
| 1                          | Sertifikasi Qualified Risk Managemet Officer (ORMO) / Qualified Risk Management Officer (ORMO) Certification                                                                                                                                                                                                                                                                                                                                                                                   | 6-8 Mei, 13 Mei 2024 / May 6-8, May 13, 2024 | online                                             | Center for Risk Management & Sustainability (CRMS)                                                               | 13 Peserta / 13 Participatns |
| TRIWULAN III / QUARTER III |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                              |                                                    |                                                                                                                  |                              |
| 1                          | Konferensi Audit Internal/Seminar Nasional Internal Audit / Internal Audit Conference/National Internal Audit Seminar                                                                                                                                                                                                                                                                                                                                                                          | 10-11 Juli 2024 / July 10-11, 2024           | Hotel Tentrem Yogyakarta                           | Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)                            | 3 Peserta / 3 Participants   |
| 2                          | Sertifikasi Chartered Accountant (CA) / Chartered Accountant (CA) Certification                                                                                                                                                                                                                                                                                                                                                                                                                | Juli-September 2024 / July-September 2024    | online                                             | Ikatan Akuntan Indonesia (IAI) / Indonesian Institute of Accountants (IAI)                                       | 2 Peserta / 2 Participants   |
| 3                          | Pelatihan Mengenal Internal Control over Financial Reporting (ICoFR) / Internal Control over Financial Reporting (ICoFR) Training                                                                                                                                                                                                                                                                                                                                                              | 26 - 27 Juli 2024 / July 26-27, 2024         | Gino Feruci Braga Hotel (Jl. Braga No. 67 Bandung) | Ikatan Akuntan Indonesia (IAI) Wilayah Jawa Barat / Indonesian Accountants Association (IAI) West Java Region    | 8 Peserta / 8 Participants   |
| TRIWULAN IV / QUARTER IV   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                              |                                                    |                                                                                                                  |                              |
| 1                          | Pelatihan Class IT Auditing "IT Auditing for Internal Auditor: Theory and Practice" / IT Auditing Class Training "IT Auditing for Internal Auditors: Theory and Practice"                                                                                                                                                                                                                                                                                                                      | 5 Oktober 2024 / October 5, 2024             | online                                             | Accounting Academy Indonesia                                                                                     | 20 Peserta / 20 Participants |
| 2                          | Sertifikasi CAFM (Certified Anti Fraud Manager) / CAFM (Certified Anti Fraud Manager) Certification                                                                                                                                                                                                                                                                                                                                                                                            | 30-31 Oktober 2024 / October 30-31, 2024     | Hotel Le Meridien Jakarta                          | Asia Anti Fraud Manajemen (AAFM) / Asia Anti Fraud Management (AAFM)                                             | 2 Peserta / 2 Participants   |
| 3                          | Sertifikasi National Certification for Trainer (NCT) / National Certification for Trainers (NCT)                                                                                                                                                                                                                                                                                                                                                                                               | 29-30 Oktober 2024 / October 29-30, 2024     | online                                             | Sahabat Karir Indonesia (SKI)                                                                                    | 8 Peserta / 8 Participants   |
| 4                          | Pelatihan Certified Profesional Governance, Risk Management & Compliance (CPGRC) / Certified Professional Governance, Risk Management & Compliance (CPGRC) Training                                                                                                                                                                                                                                                                                                                            | 9-10 November 2024 / November 9-10, 2024     | online                                             | Revolution Mind Indonesia (RMI)                                                                                  | 34 Peserta / 34 Participants |
| 5                          | Workshop Nasional "Aspek Hukum dan Antisipasi Pemeriksaan Oleh BPK Atas Pengelolaan Keuangan Menuju WTP Oleh BPK Dalam Mencegah Tindak Korupsi, Metode Teknik Assesment Resiko Kecurangan Bagi BUMN, BUMD, PMA Dan Perbankan Dalam Pemberantasan TPPU" / National Workshop "Legal Aspects and Anticipation of Audit by BPK on Financial Management Towards WTP by BPK in Preventing Corruption, Technical Method of Fraud Risk Assessment for BUMN, BUMD, PMA and Banking in Eradicating TPPU" | 21-22 November 2024 / November 21-22, 2024   | Hotel Balairung, Jakarta                           | Komite Anti Korupsi Indonesia / Indonesian Anti-Corruption Committee                                             | 1 Peserta / 1 Participant    |
| 6                          | Workshop Bincang SPI 2024 "SPI Sebagai Organ Pengelola Risiko: Tantangan & Realita Dalam Mencapai Kinerja Optimal Perusahaan" / SPI Discussion Workshop 2024 "SPI as a Risk Management Organ: Challenges & Realities in Achieving Optimal Company Performance"                                                                                                                                                                                                                                 | 28-29 November 2024 / November 28-29, 2024   | Hotel Novotel Bandung                              | FKSPI Jabar Banten                                                                                               | 2 Peserta / 2 Participants   |
| 7                          | Seminar Nasional Internal Audit (SNIA) 2024 tema "Cultural Transformation: Integrating ESG, Cyber Sucurity And Innovative Risk Management" / The 2024 National Seminar on Internal Audit (SNIA) has the theme "Cultural Transformation: Integrating ESG, Cyber Security and Innovative Risk Management"                                                                                                                                                                                        | 4-5 Desember 2024 / December 4-5, 2024       | Hotel The Stones-Legian, Bali                      | Yayasan Pendidikan Internal Audit / Internal Audit Education Foundation                                          | 3 Peserta / 3 Participants   |
| 8                          | Sertifikasi Qualified Risk Management Officer (ORMO) / Qualified Risk Management Officer (ORMO) Certification                                                                                                                                                                                                                                                                                                                                                                                  | 2-4, 9 Desember 2024 / December 2-4, 9, 2024 | Online                                             | Center for Risk Management & Sustainability (CRMS)                                                               | 10 Peserta / 10 Participants |

## LAPORAN SINGKAT PELAKSANAAN KEGIATAN INTERNAL AUDIT TAHUN 2024

Di tahun 2024, Divisi Internal Audit telah melaksanakan tugas dan tanggung jawab sebagai berikut:

### 1. Audit Operasional

Berdasarkan PKT tahun 2024, penugasan audit operasional tahun 2024 diprogramkan sebanyak 30 penugasan. Sampai dengan 31 Desember 2024, penugasan audit operasional terlaksana sebanyak 30 penugasan sesuai PKT tahun 2024.

## BRIEF REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT ACTIVITIES IN 2024

In 2024, the Internal Audit Division carried out the following duties and responsibilities:

### 1. Operational Audit

According to the 2024 PKT, a total of 30 operational audit assignments were scheduled for the year. As of December 31, 2024, all 30 assignments were successfully completed as per the 2024 PKT.

## 2. Penugasan Audit Investigasi/Khusus

Pada tahun 2024 terdapat satu penugasan audit khusus dan satu penugasan audit investigatif yaitu:

- Kemampuan dan Kelayakan Pelaksanaan, Penunjukan Langsung dari PT KAI (Persero) pada PT Kereta Api Indonesia Property dan Unit Terkait Lainnya dengan SPTA No. 1/UI/KH/VII/KA-2024 tanggal 18 Juli 2024; dan
- Dugaan pelanggaran penipuan Rekrutmen calon pekerja pada Daop 1 Jakarta dan Unit Terkait Lainnya dengan SPTA No. 1/UI/INV/X/KA-2024 tanggal 25 Oktober 2024.

## 3. Penugasan Evaluasi

Berdasarkan PKT tahun 2024 terdapat dua penugasan evaluasi dan terealisasi sebanyak dua penugasan yaitu:

- Evaluasi Aplikasi RCS pada *Division of Freight Marketing and Sales* (CF), *Division of Information System* (KI) dan Unit Terkait Lainnya dengan SPTE No. 1/UI/EV/I/KA-2024 tanggal 9 Januari 2024; dan
- Evaluasi reviu Peringkat Komposit Risiko pada *Division of Risk Management* (KR) dan Unit Terkait lainnya dengan SPTE No. 2/UI/EV/KA-2024 tanggal 18 April 2024.

## 4. Penugasan Konsultasi

Peran konsultansi Internal Audit yang dilakukan pada tahun 2024 melalui undangan, terlaksana sebanyak 17 kali kegiatan, yaitu:

- Pembahasan temuan BPKP terkait pengadaan langsung, tanggal 28 Januari 2024;
- Undangan Rapat PMO pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, Tanggal 20 Februari 2024;
- Pembahasan Tindak lanjut Kerja sama Pemanfaatan Lahan PT KAPM di Eks Stasiun Purwokerto Timur (PCC), tanggal 16 April 2024;
- Permohonan Reviu Laporan dan Realisasi Penggunaan Dana PMN TA 2021 dan Dana PMN TA 2022 Periode Triwulan I tahun 2024, tanggal 24 April 2024;
- Rapat PMO Pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, tanggal 2 Mei 2024;
- Pembahasan Mekanisme Rencana Tindak Lanjut Relokasi Kantor Polsek Gedongtengen, tanggal 20 Mei 2024;
- Pembahasan PMO Pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, tanggal 2 Juli 2024;
- Pembahasan Kendala Proses Penunjukan Langsung Kepada Anak Perusahaan, tanggal 2 Agustus 2024;
- Pembahasan Hasil Evaluasi Komposit Risiko TW IV 2023, tanggal 14 Agustus 2024;

## 2. Investigative/Special Audit Assignments

In 2024, there was one special audit assignment and one investigative audit assignment:

- Implementation Capability and Feasibility, a direct appointment from PT KAI (Persero) at PT Kereta Api Indonesia Property and other related units, with SPTA No. 1/UI/KH/VII/KA-2024 dated July 18, 2024.
- Alleged fraud during the recruitment of prospective workers at Daop 1 Jakarta and other related units, with SPTA No. 1/UI/INV/X/KA-2024 dated October 25, 2024.

## 3. Evaluation Assignments

Based on the 2024 PKT, two evaluation assignments were planned and successfully executed:

- Evaluation of the RCS Application at the Division of Freight Marketing and Sales (CF), Division of Information Systems (KI), and other related units, with SPTE No. 1/UI/EV/I/KA-2024 dated January 9, 2024.
- Evaluation of Risk Composite Rating Review at the Division of Risk Management (KR) and other related units, with SPTE No. 2/UI/EV/KA-2024 dated April 18, 2024.

## 4. Consultation Assignments

The Internal Audit Division provided consultation services in 2024 through 17 invitations, which included the following discussions:

- BPKP findings related to direct procurement on January 28, 2024;
- PMO Meeting for the Development of Southern Sumatra Coal Railway Transportation on February 20, 2024;
- Follow-up discussion on PT KAPM Land Utilization Cooperation at the Former East Purwokerto Station (PCC) on April 16, 2024;
- Request for Review of the Report and Use of PMN Funds for the 2021 and 2022 Fiscal Years on April 24, 2024;
- PMO Meeting for the Development of Southern Sumatra Coal Railway Transportation on May 2, 2024;
- Follow-up discussion regarding the Relocation of the Gedongtengen Police Office on May 20, 2024;
- PMO discussion for Development of Southern Sumatra Coal Railway Transportation on July 2, 2024;
- Discussion of Issues in the Direct Appointment Process to Subsidiaries on August 2, 2024;
- A review of Composite Risk Evaluation Results for Q4 2023 on August 14, 2024;

- j. Pembahasan Mekanisme Perubahan Kontrak Pekerjaan untuk Penambahan Nilai Kontrak Akhir Pekerjaan melebihi 15 % dari Nilai Kontrak Awal, tanggal 15 Agustus 2024;
- k. Pembahasan Optimalisasi SOP Perencanaan dan Persiapan Pengadaan terkait dengan Organ Proyek untuk Pekerjaan Konstruksi, tanggal 16 Agustus 2024;
- l. Pembahasan PMO Pengembangan Angkutan KA Batubara Sumatera Bagian Selatan, tanggal 22 Agustus 2024;
- m. Permohonan Probity Audit Atas Pekerjaan Persinyalan dan Pintu Perlintasan Stasiun Cibat, Stasiun Pasirjengkol, Stasiun Wanareja dan Stasiun Garut Wilayah Daop 2 Bandung, tanggal 2 September 2024;
- n. Pembahasan Rencana Addendum Pekerjaan Investasi Bisnis Eksisting, tanggal 6 September 2024;
- o. Pembahasan Pengadaan License LinkedIn Learning Hub 2024/2025, tanggal 25 September 2024;
- p. Kosinyering Penyusunan Program kerja Tahunan Internal Audit Division PT Kereta Commuter Indonesia tahun 2025, tanggal 18 November 2024; dan
- q. Pembahasan permasalahan aset Daop 8 Surabaya di Jl. Dupak 3,5,7,9 pada tanggal 19 November 2024.

#### **5. Penugasan Kompilasi**

Realisasi LHA Kompilasi tahun 2024 sebanyak 2 (dua) Laporan Kompilasi sesuai PKT tahun 2024 yaitu Pengelolaan Pengusahaan Aset dan Pengelolaan Bangunan Dinas dan Mekanikal Elektrikal.

#### **6. Penugasan Monitoring Tindak Lanjut**

Program pelaksanaan *Monitoring* tindak lanjut terhadap temuan hasil audit internal dan eksternal pada tahun 2024 dilakukan melalui daring *by zoom*, telepon, email, surat dinas (RDS) dan mendatangi auditee ke Unit terkait di Lingkungan PT Kereta Api Indonesia (Persero) Grup, antara lain:

- a. SPTM No. 1/UI/MO/I/KA-2024 ke Daop 3 Cirebon, Daop 5 Purwokerto, Daop 8 Surabaya dan Daop 9 Jr; dan
- b. SPTM No. 2/UI/MO/I/KA-2024 ke Daop 6 Yogyakarta, Daop 7 Madiun, Balai Yasa Manggarai, Balai Yasa Yogyakarta, Balai Yasa Tegal dan Balai Yasa Surabaya Gubeng.

#### **7. Penugasan Pendampingan Auditor Eksternal**

- a. Pendampingan BPK RI pada Pemeriksaan PSO, dan Pemeriksaan Pengelolaan dan Pertanggungjawaban Keuangan Tahun Buku 2023.

- j. Discussion on Changes to Work Contracts exceeding 15% of the Initial Contract Value on August 15, 2024;
- k. Optimization of SOP for Planning and Procurement Preparation related to Construction Projects on August 16, 2024;
- l. PMO discussion for Development of Southern Sumatra Coal Railway Transportation on August 22, 2024;
- m. Request for a Probity Audit on Signaling and Crossing Gate Work for various stations in Daop 2 Bandung on September 2, 2024;
- n. Discussion on the Addendum Plan for Existing Business Investment Work on September 6, 2024;
- o. Discussion regarding LinkedIn Learning Hub License Procurement for 2024/2025 on September 25, 2024;
- p. Preparatory meeting for the Annual Work Program of the Internal Audit Division of PT Kereta Commuter Indonesia for 2025 on November 18, 2024; and
- q. Discussion of asset issues at Daop 8 Surabaya located on Jl. Dupak 3, 5, 7, and 9 on November 19, 2024.

#### **5. Compilation Assignment**

Realization of Compilation LHA in 2024 as many as 2 (two) Compilation Reports according to PKT in 2024, namely Asset Business Management and Management of Service Buildings and Mechanical Electrical.

#### **6. Follow-up Monitoring Assignment**

The implementation program for follow-up Monitoring of internal and external audit findings in 2024 was carried out online by zoom, telephone, email, official letters (RDS) and visiting the auditee to the relevant Units within the PT Kereta Api Indonesia (Persero) Group, including:

- a. SPTM No. 1/UI/MO/I/KA-2024 to Daop 3 Cirebon, Daop 5 Purwokerto, Daop 8 Surabaya and Daop 9 Jr; and
- b. SPTM No. 2/UI/MO/I/KA-2024 to Daop 6 Yogyakarta, Daop 7 Madiun, Balai Yasa Manggarai, Balai Yasa Yogyakarta, Balai Yasa Tegal and Balai Yasa Surabaya Gubeng.

#### **7. External Auditor Assistance Assignment**

- a. BPK RI Assistance in PSO Audit, and Audit of Financial Management and Accountability for Fiscal Year 2023.

b. Pendampingan BPKP, sebagai berikut:

- 1) Asistensi Penyiapan Kelengkapan dan Kesesuaian Dokumen Pendukung Perjanjian Konsesi Penyelenggaraan Prasarana Perkeretaapian Umum Pada Segmen I Wilayah Lahat sampai Kertapati. Waktu penugasan Tim Audit ini sampai dengan 8 Maret 2024;
- 2) Perpanjangan Asistensi Penyiapan Kelengkapan dan Kesesuaian Dokumen Pendukung Perjanjian Konsesi Penyelenggaraan Prasarana Perkeretaapian Umum pada Segmen I Wilayah Lahat sampai Kertapati di Provinsi Sumatera Selatan. Perpanjangan waktu berlangsung mulai tanggal 13 Maret-5 April 2024;
- 3) Reviu Tata Kelola PSN Sumatera Selatan s.d. TW I 2024. Waktu penugasan Tim Audit ini sampai dengan tanggal 12 Maret 2024;
- 4) Reviu Tata Kelola atas Proyek Strategis Nasional (PSN) Kereta Api Logistik Lahat-Kertapati Triwulan II Tahun 2024;
- 5) Reviu Tata Kelola atas Proyek Strategis Nasional (PSN) Percepatan Pembangunan Ekonomi Kawasan Rebana dan Jawa Barat Bagian Selatan Triwulan II Tahun 2024;
- 6) Reviu Penambahan Biaya Penggantian *Coupler* atas Kontrak pekerjaan Pengadaan Sarana 186 Car LRT Jabodebek;
- 7) Evaluasi atas pembangunan infrastruktur Kereta Api pada PT Kereta Api Indonesia, PT KCIC, PT KALOG TW II Tahun 2024;
- 8) Reviu Atas Nilai Kerja sama Lanjutan Non-TOD dalam Perjanjian Lanjutan Integrasi LRT Antara PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) dan PT Adhi Karya (Persero) Tbk;
- 9) Reviu Tata Kelola atas Proyek Strategis Nasional (PSN) Kereta Api Logistik Lahat-Kertapati Triwulan III Tahun 2024;
- 10) Reviu Tata Kelola Proyek Strategis Nasional (PSN) Penyelenggaraan Kereta Api Ringan/Light Rail Transit (LRT) Terintegrasi di Wilayah Jakarta, Bogor, Depok dan Bekasi Triwulan III Tahun 2024;
- 11) Reviu Tata Kelola Proyek Strategis Nasional (PSN) *High Speed Railway* Jakarta-Bandung Triwulan III Tahun 2024;

b. BPKP Assistance, as follows:

- 1) Assistance in Preparation of Completeness and Conformity of Supporting Documents for the Concession Agreement for the Implementation of Public Railway Infrastructure in Segment I of the Lahat to Kertapati Region. The assignment period for this Audit Team is until March 8, 2024;
- 2) Extension of Assistance in Preparation of Completeness and Conformity of Supporting Documents for the Concession Agreement for the Implementation of Public Railway Infrastructure in Segment I of the Lahat to Kertapati Region in South Sumatra Province. The extension of time will take place from March 13-April 5, 2024;
- 3) Review of the Governance of the South Sumatra PSN until Q1 2024. The assignment period for this Audit Team is until March 12, 2024;
- 4) Review of the Governance of the National Strategic Project (PSN) Lahat-Kertapati Logistics Railway in Q2 2024;
- 5) Review of the Governance of the National Strategic Project (PSN) Acceleration of Economic Development in the Rebana Area and Southern West Java in Q2 2024;
- 6) Review of the Additional Coupler Replacement Costs for the Procurement Work Contract for 186 Car LRT Jabodebek Facilities;
- 7) Evaluation of the development of Railway infrastructure at PT Kereta Api Indonesia, PT KCIC, PT KALOG in Q2 2024;
- 8) Review of the Value of Non-TOD Continued Cooperation in the Continued Agreement on LRT Integration Between PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) and PT Adhi Karya (Persero) Tbk;
- 9) Review of Governance of the National Strategic Project (PSN) for the Lahat-Kertapati Logistics Train in the Third Quarter of 2024;
- 10) Review of Governance of the National Strategic Project (PSN) for the Implementation of Integrated Light Rail Transit (LRT) in the Jakarta, Bogor, Depok and Bekasi Regions in the Third Quarter of 2024;
- 11) Review of Governance of the National Strategic Project (PSN) for the Jakarta-Bandung High Speed Railway in the Third Quarter of 2024;

- 12) Reviu Penambahan Biaya Penggantian *Coupler* atas Kontrak pekerjaan Pengadaan Sarana 186 Car LRT Jabodebek;
- 13) Reviu Atas Nilai Kerja sama Lanjutan Non-TOD dalam Perjanjian Lanjutan Integrasi LRT Antara PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) dan PT Adhi Karya (Persero) Tbk;
- 14) Reviu Tata Kelola Proyek Strategis Nasional (PSN) Penyelenggaraan Kereta Api Ringan/Light Rail Transit (LRT) Terintegrasi di Wilayah Jakarta, Bogor, Depok dan Bekasi Triwulan IV Tahun 2024;
- 15) Reviu Tata Kelola Proyek Strategis Nasional (PSN) High Speed Railway Jakarta - Bandung Triwulan IV Tahun 2024;
- 16) Reviu Pembangunan Infrastruktur Transportasi Masal Perkotaan pada PT KAI (Persero);
- 17) Reviu Reviu Tata Kelola atas PSN Kereta Api Logistik Lahat - Kertapati Triwulan IV Tahun 2024; dan
- 18) Evaluasi atas Pembangunan Infrastruktur Transportasi Masal Perkotaan di Wilayah Cekungan Bandung Tahun 2024.
- c. Pendampingan Inspektorat Jenderal Kementerian Keuangan  
Pada Tahun 2024, Satuan Pengawasan Intern melakukan pendampingan atas beberapa penugasan dari Tim Inspektorat Jenderal Kementerian Keuangan berdasarkan Surat Tugas No. ST-7/MK.9/2024 tanggal 23 Februari 2024 perihal:
  - 1) Pemberian Penjaminan Pemerintah kepada PT Kereta Api Indonesia (Persero);
  - 2) Pemantauan atas Tindak Lanjut Hasil Pengawasan Dengan Tujuan Tertentu terkait Pemberian PMN Tahun 2021 pada PT KAI; dan
  - 3) Audit atas Dukungan Pemerintah kepada BUMN Berupa Public Service Obligation (PSO).
- d. Pendampingan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) sebagai berikut: General Audit Tahun Buku 2023, Audit Interm Tahun 2024 serta pendampingan Obligasi dan/ sukuk serta *Limited Review* atas Laporan Keuangan Konsolidasian dan *Agreed-Upon Procedures* atas Laporan Status Pencapaian (*Key Achievement Indicator*) 30 Juni 2024
8. Penugasan pendampingan KAP Heliantono & Rekan (Parker Russel) Diagnostik *Internal Control Over Financial Reporting* (ICOFR) untuk Penyempurnaan Tata Kelola di PT KAI (Persero).
- 12) Review of Additional Coupler Replacement Costs for the Contract for the Procurement of 186 Car LRT Jabodebek Facilities;
- 13) Review of the Value of Non-TOD Continued Cooperation in the Continued Agreement on LRT Integration Between PT Adhi Commuter Properti Tbk, PT Kereta Api Indonesia (Persero) and PT Adhi Karya (Persero) Tbk;
- 14) Review of the Governance of the National Strategic Project (PSN) for the Implementation of Integrated Light Rail Transit (LRT) in the Jakarta, Bogor, Depok and Bekasi Regions in the Fourth Quarter of 2024;
- 15) Review of the Governance of the National Strategic Project (PSN) for the Jakarta - Bandung High Speed Railway in the Fourth Quarter of 2024;
- 16) Review of the Development of Urban Mass Transportation Infrastructure at PT KAI (Persero);
- 17) Review of the Governance Review of the PSN for the Lahat - Kertapati Logistics Railway in the Fourth Quarter of 2024; and
- 18) Evaluation of the Development of Urban Mass Transportation Infrastructure in the Bandung Basin Area in 2024.
- c. Assistance of the Inspectorate General of the Ministry of Finance  
In 2024, the Internal Audit Unit provided assistance for several assignments from the Inspectorate General Team of the Ministry of Finance based on Assignment Letter Number: ST-7/MK.9/2024 dated February 23, 2024 regarding:
  - 1) Provision of Government Guarantees to PT Kereta Api Indonesia (Persero);
  - 2) Monitoring of the Follow-up to the Results of Supervision with Specific Purposes related to the Provision of PMN in 2021 to PT KAI; and
  - 3) Audit of Government Support to BUMN in the Form of Public Service Obligations (PSO).
- d. Mentoring by KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) as follows: General Audit for Fiscal Year 2023, Interim Audit for 2024 and assistance for Bonds and/ sukuk as well as Limited Review of Consolidated Financial Statements and Agreed-Upon Procedures for the Achievement Status Report (Key Achievement Indicator) June 30, 2024
8. Assignment of assistance by KAP Heliantono & Rekan (Parker Russel) for Internal Control Over Financial Reporting (ICOFR) Diagnostics for Improvement of Governance at PT KAI (Persero).



**TEMUAN DAN TINDAK LANJUT HASIL AUDIT**

Di tahun 2024, dari hasil *monitoring* tindak lanjut temuan hasil Audit Internal dan eksternal adalah sebagai berikut:

**FINDINGS AND FOLLOW-UP OF AUDIT RESULTS**

In 2024, the results of monitoring the follow-up of findings from Internal and External Audits are as follows:

**Tabel Temuan dan Tindak Lanjut Hasil Audit tahun 2024****Table of Findings and Follow-up of Audit Results in 2024**

| No                          | Uraian /<br>Description                              | Jumlah / Total |              | Selesai / Done |              |                           |            |                           |            | Sisa Temuan /<br>Remaining Findings |            |
|-----------------------------|------------------------------------------------------|----------------|--------------|----------------|--------------|---------------------------|------------|---------------------------|------------|-------------------------------------|------------|
|                             |                                                      | T              | R            | T              | R            | Tahun 2024 /<br>Year 2024 |            | Tahun 2023 /<br>Year 2023 |            | T                                   | R          |
|                             |                                                      |                |              |                |              | T                         | R          | T                         | R          |                                     |            |
| 1                           | 2                                                    | 3              | 4            | 5              | 6            | 7= 5:3                    | 8= 6:4     | 9                         | 10         | 11= 3-5                             | 12= 4-6    |
| <b>Internal</b>             |                                                      |                |              |                |              |                           |            |                           |            |                                     |            |
| 1                           | a. Operasional / Operational                         | 3.044          | 7.074        | 2.961          | 6.929        | 97%                       | 98%        | 96%                       | 96%        | 83                                  | 145        |
|                             | b. Investigasi / Investigation                       | 287            | 1.479        | 285            | 1.477        | 99%                       | 99%        | 100%                      | 100%       | 2                                   | 2          |
|                             | c. Khusus / Special                                  | 192            | 451          | 191            | 449          | 99%                       | 99%        | 100%                      | 100%       | 1                                   | 2          |
| <b>Jumlah / Total</b>       |                                                      | <b>3.044</b>   | <b>7.074</b> | <b>2.961</b>   | <b>6.929</b> | <b>97%</b>                | <b>98%</b> | <b>96%</b>                | <b>96%</b> | <b>83</b>                           | <b>145</b> |
| <b>Eksternal / External</b> |                                                      |                |              |                |              |                           |            |                           |            |                                     |            |
| 2                           | a. BPK/RI                                            | 246            | 625          | 154            | 483          | 62%                       | 77%        | 59%                       | 74%        | 92                                  | 142        |
|                             | b. KAP                                               | -              | -            | -              | -            | 100%                      | 100%       | 100%                      | 100%       | 0                                   | 0          |
| <b>Jumlah / Total</b>       |                                                      | <b>-</b>       | <b>-</b>     | <b>-</b>       | <b>-</b>     | <b>-</b>                  | <b>-</b>   | <b>76%</b>                | <b>84%</b> | <b>92</b>                           | <b>142</b> |
| 3                           | Arahan Pemegang Saham /<br>Shareholders' Instruction | -              | 185          | -              | 169          | -                         | 91%        | -                         | 97%        | 0                                   | 16         |
| <b>Jumlah / Total</b>       |                                                      | <b>-</b>       | <b>185</b>   | <b>-</b>       | <b>169</b>   | <b>-</b>                  | <b>91%</b> | <b>-</b>                  | <b>97%</b> | <b>0</b>                            | <b>16</b>  |

**Akuntan Publik***Public Accountant*

Dalam rangka menjaga penerapan prinsip independensi termasuk atas praktik pelaporan keuangan, Perseroan menggunakan jasa Auditor Eksternal yaitu Kantor Akuntan Publik (KAP). Dalam hal ini, Auditor Eksternal mengacu kepada auditor independen yang ditunjuk untuk melakukan audit terhadap Laporan Keuangan Perseroan. KAP ditetapkan melalui mekanisme RUPS, berdasarkan usulan Dewan Komisaris atas rekomendasi Komite Audit.

In order to maintain the implementation of the principle of independence including financial reporting practices, the Company uses the services of an External Auditor, namely a Public Accounting Firm (KAP). In this case, the External Auditor refers to an independent auditor appointed to audit the Company's Financial Statements. KAP is determined through the GMS mechanism, based on the proposal of the Board of Commissioners on the recommendation of the Audit Committee.

**PENUNJUKAN AKUNTAN PUBLIK**

Perseroan menerapkan penunjukan akuntan publik berdasarkan ketentuan sebagai berikut:

- Keputusan Menteri Badan Usaha Milik Negara No. SK-103/MBU/03/2021 tanggal 26 Maret 2021 tentang Kriteria Kantor Akuntan Publik, Kantor Jasa Penilai Publik dan Kantor Konsultan Aktuaria pada Badan Usaha Milik Negara.

**APPOINTMENT OF PUBLIC ACCOUNTANT**

The Company applies the appointment of a public accountant based on the following provisions:

- Decree of the Minister of State-Owned Enterprises No. SK-103/MBU/03/2021 dated March 26, 2021 concerning the Criteria for Public Accounting Firms, Public Appraisal Service Firms and Actuarial Consultant Firms in State-Owned Enterprises.

2. Surat Kementerian Badan Usaha Milik Negara No. S-23/DKU.MBU/07/2024 tanggal 1 Juli 2024 perihal Pembaruan Tabulasi Data Kantor Akuntan Publik (KAP) pada BUMN Periode Mulai tahun buku 2024.
3. Berita Acara Rapat Umum Pemegang Saham No. 15 tanggal 28 Juni 2024 tentang Laporan Manajemen tahun 2023 Perusahaan Perseroan (Persero) PT Kereta Api Indonesia.

### KANTOR AKUNTAN PUBLIK, NAMA AKUNTAN, DAN BIAYA JASA

Perseroan memastikan bahwa penunjukan Auditor Eksternal telah dilakukan sesuai peraturan serta standar penerapan yang berlaku, mencakup Peraturan Menteri Keuangan No. 17/PMK.01/2008 tentang Jasa Akuntan Publik serta Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik.

Informasi pengungkapan Kantor Akuntan Publik yang digunakan untuk mengaudit Laporan Keuangan Perseroan dalam 5 (lima) tahun terakhir adalah sebagai berikut:

Tabel Kantor Akuntan Publik tahun 2020-2024

| Tahun / Year | Kantor Akuntan Publik / Public Accounting Firm      | Periode KAP / KAP Period  | Nama Akuntan (Partner Penanggung Jawab) / Name of Accountant (Responsible Partner) | Periode Nama Akuntan (Partner Penanggung Jawab) / Accountant Name Period (Responsible Partner) | Jasa Audit / Audit Services    |
|--------------|-----------------------------------------------------|---------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------|
| 2024         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 7 / 7th Period | Dedy Sukrisnadi                                                                    | Periode ke 3 / 3rd Period                                                                      | Rp3,2 miliar / Rp3.2 billion   |
| 2023         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 6 / 6th Period | Dedy Sukrisnadi                                                                    | Periode ke 2 / 2nd Period                                                                      | Rp3,81 miliar / Rp3.81 billion |
| 2022         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 5 / 5th Period | Dedy Sukrisnadi                                                                    | Periode ke 1 / 1st Period                                                                      | Rp4,27 miliar / Rp4.27 billion |
| 2021         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 4 / 4th Period | Rudi Hartono Purba                                                                 | Periode ke 1 / 1st Period                                                                      | Rp3,55 miliar / Rp3.55 billion |
| 2020         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 3 / 3rd Period | Benny Andria, CPA                                                                  | Periode ke 3 / 3rd Period                                                                      | Rp3,71 miliar / Rp3.71 billion |

### JASA LAIN YANG DIBERIKAN KAP

Di tahun 2024, terdapat jasa lain yang diberikan oleh Kantor Akuntan Publik RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan selain jasa audit terhadap Laporan Keuangan, audit Interim Tahun 2024 serta pendampingan obligasi dan/sukuk serta *Limited Review* atas Laporan Keuangan Konsolidasian dan *Agreed-Upon Procedures* atas Laporan Status Pencapaian (*Key Achievement Indicator*) 30 Juni 2024.

2. Letter of the Ministry of State-Owned Enterprises No. S-23/DKU.MBU/07/2024 dated July 1, 2024 concerning the Update of Public Accounting Firm (KAP) Data Tabulation in BUMN for the Period Starting from the 2024 financial year.
3. Minutes of the General Meeting of Shareholders No. 15 dated June 28, 2024 concerning the 2023 Management Report of the Limited Liability Company (Persero) PT Kereta Api Indonesia.

### PUBLIC ACCOUNTING FIRM, ACCOUNTANT NAME, AND SERVICE FEES

The Company ensures that the appointment of the External Auditor has been carried out in accordance with applicable regulations and implementation standards, including Regulation of the Minister of Finance No. 17/PMK.01/2008 concerning Public Accountant Services and OJK Regulation Number 13/POJK.03/2017 concerning the Use of Public Accountant Services.

Disclosure information on the Public Accounting Firm used to audit the Company's Financial Statements in the last 5 (five) years is as follows:

Table of Public Accounting Firm in 2020-2024

| Tahun / Year | Kantor Akuntan Publik / Public Accounting Firm      | Periode KAP / KAP Period  | Nama Akuntan (Partner Penanggung Jawab) / Name of Accountant (Responsible Partner) | Periode Nama Akuntan (Partner Penanggung Jawab) / Accountant Name Period (Responsible Partner) | Jasa Audit / Audit Services    |
|--------------|-----------------------------------------------------|---------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------|
| 2024         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 7 / 7th Period | Dedy Sukrisnadi                                                                    | Periode ke 3 / 3rd Period                                                                      | Rp3,2 miliar / Rp3.2 billion   |
| 2023         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 6 / 6th Period | Dedy Sukrisnadi                                                                    | Periode ke 2 / 2nd Period                                                                      | Rp3,81 miliar / Rp3.81 billion |
| 2022         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 5 / 5th Period | Dedy Sukrisnadi                                                                    | Periode ke 1 / 1st Period                                                                      | Rp4,27 miliar / Rp4.27 billion |
| 2021         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 4 / 4th Period | Rudi Hartono Purba                                                                 | Periode ke 1 / 1st Period                                                                      | Rp3,55 miliar / Rp3.55 billion |
| 2020         | KAP RSM Amir Abadi Yusuf, Aryanto, Mawar, dan Rekan | Periode ke 3 / 3rd Period | Benny Andria, CPA                                                                  | Periode ke 3 / 3rd Period                                                                      | Rp3,71 miliar / Rp3.71 billion |

### OTHER SERVICES RENDERED BY THE KAP

In 2024, the Public Accounting Firm RSM Amir Abadi Yusuf, Aryanto, Mawar, and Rekan provided additional services beyond auditing financial statements. These services included interim audits, assistance with bonds and/or sukuk, limited reviews of consolidated financial statements, and agreed-upon procedures for the achievement status report (*Key Achievement Indicator*) as of June 30, 2024.

## Sistem Pengendalian Internal

### *Internal Control System*

Sistem Pengendalian Intern merupakan unsur penting dalam keseluruhan pengelolaan perusahaan serta menjadi dasar bagi kegiatan operasional yang sehat dan aman. Perseroan memahami bahwa Sistem Pengendalian Intern yang diterapkan secara andal dan efektif merupakan tanggung jawab manajemen, dengan mempertimbangkan bahwa salah satu faktor penyebab terjadinya kesulitan usaha Perseroan adalah adanya kelemahan dalam rancangan dan pelaksanaan pengendalian internal.

Dalam rangka menerapkan Sistem Pengendalian Intern yang efektif, mencakup praktik pengamanan investasi dan aset Perseroan, KAI menetapkan Pedoman Penerapan Sistem Pengendalian Intern (*Internal Control System*) sesuai Keputusan Direksi PT KAI (Persero) No. KEP.U/KC.202/I/1/KA-2017 tanggal 24 Januari 2017.

#### **KESESUAIAN DENGAN STANDAR COMMITTEE OF SPONSORING ORGANIZATIONS OF TRADEWAY COMMISSION (COSO)**

Penerapan Sistem Pengendalian Internal mengacu pada standar The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework, dengan cakupan pengendalian terdiri atas 5 (lima) komponen yaitu Lingkungan Pengendalian, Penilaian Risiko, Kegiatan Pengendalian, Informasi dan Komunikasi, serta Kegiatan Pemantauan. Komponen tersebut terdiri dari beberapa prinsip dan *point of focus* yang dirancang dan dilaksanakan untuk dapat memenuhi tujuan implementasi Sistem Pengendalian Internal.

#### **Lingkungan Pengendalian**

Lingkungan Pengendalian merupakan susunan standar, proses, dan struktur yang menyediakan dasar untuk terlaksananya pengendalian intern dalam organisasi. Dewan Komisaris dan Direksi menciptakan sistem pada level tertinggi organisasi (*tone of the top*) mengenai pentingnya pengendalian intern dan standar perilaku yang diharapkan. Prinsip dan *point of focus* lingkungan pengendalian adalah sebagai berikut:

1. Penegakkan terhadap integritas dan nilai etika.
2. Dewan Komisaris menunjukkan independensinya terhadap manajemen dan melaksanakan pengawasan terhadap pengembangan kinerja pengendalian intern.

The Internal Control System is an important element in the overall management of the Company and is the basis for healthy and safe operational activities. The Company understands that the Internal Control System implemented reliably and effectively is the responsibility of management, taking into account that one of the factors causing the Company's business difficulties is the existence of weaknesses in the design and implementation of internal control.

In order to implement an effective Internal Control System, including the practice of securing the Company's investments and assets, KAI has established Guidelines for Implementing an Internal Control System in accordance with the Decree of the Directors of PT KAI (Persero) No. KEP.U/KC.202/I/1/KA-2017 dated January 24, 2017.

#### **CONFORMITY TO COMMITTEE OF SPONSORING ORGANIZATIONS OF TRADEWAY COMMISSION (COSO) STANDARDS**

The implementation of the Internal Control System refers to the standards of The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework, with control coverage consisting of 5 (five) components, namely Control Environment, Risk Assessment, Activities Control, Information and Communication, and Monitoring Activities. Each of these components includes several principles and points of focus designed and implemented to achieve the objectives of the Internal Control System.

#### **Control Environment**

The Control Environment is a set of standards, processes, and structures that provide the foundation for the implementation of internal control within the organization. The Board of Commissioners and Board of Directors create a system at the highest level of the organization (*tone of the top*) regarding the importance of internal control and expected standards of behavior. The principles and points of focus of the control environment are as follows:

1. Upholding integrity and ethical values.
2. The Board of Commissioners shows its independence towards management and carries out supervision over the development of internal control performance.

3. Dengan pengawasan dari Komisaris, Manajemen membentuk struktur, jalur pelaporan dan kewenangan, serta tanggung jawab yang sesuai dalam upaya pencapaian tujuan organisasi.
4. Organisasi menunjukkan adanya komitmen untuk memperoleh, mengembangkan dan mempertahankan individu yang kompeten dalam upaya pencapaian tujuan organisasi.
5. Organisasi mewajibkan setiap individu untuk mengemban akuntabilitas atas tanggung jawab pengendalian intern dalam kaitannya dengan pencapaian tujuan organisasi.

### Penilaian Risiko

Risiko merupakan suatu kemungkinan bahwa suatu hal tertentu akan terjadi dan memberi dampak yang merugikan bagi pencapaian tujuan Perseroan. Risiko yang dihadapi organisasi dapat bersifat internal (berasal dari dalam) ataupun eksternal (bersumber dari luar). Penilaian risiko melibatkan proses yang dinamis dan berulang, sebagai upaya dalam mengidentifikasi dan menganalisis risiko terkait pencapaian tujuan Perseroan. Risiko yang telah teridentifikasi kemudian dibandingkan dengan tingkat toleransi risiko yang ditetapkan. Dengan demikian penilaian risiko menjadi landasan bagi pengelolaan dan manajemen risiko.

Penilaian risiko mengharuskan manajemen untuk mempertimbangkan dampak perubahan lingkungan eksternal serta perubahan model bisnis perusahaan, yang berpotensi mengakibatkan gangguan terhadap efektivitas pengendalian internal yang ada. Prinsip dan *point of focus* penilaian risiko adalah sebagai berikut:

1. Organisasi menetapkan tujuan secara jelas yang memungkinkan dilakukannya proses identifikasi dan penilaian risiko terkait dengan tujuan.
2. Organisasi mengidentifikasi risiko terkait dengan pencapaian tujuan organisasi pada seluruh lingkup entitas dan menganalisis risiko sebagai dasar untuk menentukan bagaimana risiko-risiko tersebut harus dikelola.
3. Organisasi telah mempertimbangkan potensi terjadinya *fraud* dalam menilai risiko.
4. Organisasi mengidentifikasi dan menilai perubahan-perubahan yang dapat mempengaruhi Sistem Pengendalian Intern secara signifikan.

### Kegiatan Pengendalian

Kegiatan pengendalian mencakup tindakan-tindakan yang ditetapkan melalui kebijakan dan prosedur untuk membantu memastikan dilaksanakannya arahan manajemen dalam rangka meminimalisasi risiko terhadap pencapaian tujuan. Kegiatan pengendalian dilaksanakan pada semua tingkatan

3. With supervision from the Commissioner, Management forms appropriate structures, reporting lines, and authority, as well as responsibilities in an effort to achieve organizational goals.
4. The organization shows a commitment to acquiring, developing, and retaining competent individuals in an effort to achieve organizational goals.
5. The organization requires each individual to assume accountability for internal control responsibilities in relation to achieving organizational goals.

### Risk Assessment

Risk is the possibility that a certain thing will happen and have a detrimental impact on achieving the Company's objectives. The risks faced by an organization can be internal (originating from within) or external (originating from outside). Risk assessment involves a dynamic and iterative process aimed at identifying and analyzing risks related to the achievement of the Company's objectives. The identified risks are then compared against the established risk tolerance levels. Thus, risk assessment serves as the foundation for risk management and mitigation.

Risk assessment requires management to consider the impact of changes in the external environment as well as changes in the Company's business model, which could potentially result in disruption to the effectiveness of existing internal controls. The principles and points of focus of risk assessment are as follows:

1. The organization sets clear objectives that enable the process of identifying and assessing risks related to the objectives.
2. The organization identifies risks related to achieving organizational goals throughout the entity and analyzes the risks as a basis for determining how these risks should be managed.
3. The organization has considered the potential for fraud in assessing risk.
4. The organization identifies and assesses changes that can significantly affect the Internal Control System.

### Control Activities

Control activities include actions determined through policies and procedures to help ensure the implementation of management directives in order to minimize risks to achieving objectives. Control activities are carried out at all levels of the organization, at various stages of business processes,

organisasi, pada berbagai tahap proses bisnis, dan dalam konteks lingkungan teknologi. Kegiatan pengendalian terbagi 2 (dua) pengelompokan, yaitu yang bersifat preventif atau detektif dan yang bersifat manual atau otomatis. Adapun contoh kegiatan pengendalian mencakup praktik otorisasi dan persetujuan, verifikasi, rekonsiliasi, dan review kinerja. Dalam memilih dan mengembangkan kegiatan pengendalian diterapkan konsep pemisahan fungsi (*segregation of duties*). Jika pemisahan fungsi dianggap tidak praktis, manajemen wajib mengembangkan alternatif kegiatan pengendalian sebagai kompensasinya. Prinsip dan *point of focus* kegiatan pengendalian adalah sebagai berikut:

1. Organisasi telah menyeleksi dan membangun aktivitas pengendalian yang mendukung upaya mitigasi risiko sehingga risiko berada pada level yang dapat diterima.
2. Organisasi telah menyeleksi dan membangun aktivitas pengendalian umum dengan menggunakan teknologi untuk mendukung pencapaian tujuan organisasi.
3. Organisasi menerapkan kegiatan pengendalian sebagaimana tercermin pada kebijakan dan prosedur yang relevan.

### Informasi dan Komunikasi

Perseroan menghimpun dan mengelola informasi demi terselenggaranya fungsi pengendalian intern yang secara efektif dapat mendukung pencapaian tujuan usaha. Manajemen wajib memperoleh, menghasilkan, dan menggunakan informasi yang relevan dan berkualitas, baik yang berasal dari sumber internal maupun eksternal. Hal tersebut diperlukan agar komponen pengendalian internal yang lain berfungsi dengan baik sebagaimana mestinya. Adapun, komunikasi adalah proses interaktif dan berkelanjutan untuk memperoleh, membagikan, dan menyediakan informasi. Komunikasi internal harus menjadi sarana diseminasi informasi di dalam organisasi, baik dari atas ke bawah, dari bawah ke atas, maupun lintas fungsi. Prinsip dan *point of focus* informasi dan komunikasi adalah sebagai berikut:

1. Organisasi memperoleh atau menghasilkan dan menggunakan informasi yang relevan dan berkualitas untuk mendukung berfungsinya seluruh komponen pengendalian intern.
2. Organisasi mengkomunikasikan informasi secara internal, termasuk tujuan dan tanggung jawab terhadap pengendalian intern yang penting untuk dapat mendukung berfungsinya seluruh komponen pengendalian intern.
3. Organisasi berkomunikasi dengan pihak eksternal terkait dengan berbagai hal yang dapat mempengaruhi berfungsinya seluruh komponen pengendalian intern.

and in the context of the technological environment. Control activities are divided into 2 (two) groups, namely those that are preventive or detective and those that are manual or automatic. Examples of control activities include practices such as authorization and approval, verification, reconciliation, and performance review. In selecting and developing control activities, the concept of segregation of duties is applied. If the segregation of duties is deemed impractical, management is obliged to develop alternative control activities to compensate. The principles and points of focus of control activities are as follows:

1. The organization has selected and developed control activities that support risk mitigation efforts so that risks are at an acceptable level.
2. The organization has selected and built general control activities using technology to support the achievement of organizational goals.
3. The organization implements control activities as reflected in relevant policies and procedures.

### Information And Communications

The Company collects and manages information for the implementation of internal control functions that can effectively support the achievement of business objectives. Management is obliged to obtain, produce, and use relevant and quality information, whether originating from internal or external sources. This is necessary so that other internal control components function properly as they should. Meanwhile, communication is an iterative and continuous process of obtaining, sharing, and providing information. Internal communication must be a means of disseminating information within the organization, both from top to bottom, from bottom to top, and across functions. The principles and points of focus of information and communication are as follows:

1. The organization obtains or produces and uses relevant and quality information to support the functioning of all internal control components.
2. The organization communicates information internally, including the objectives and responsibilities for internal control which are important to support the functioning of all internal control components.
3. The organization communicates with external parties regarding various matters that can affect the functioning of all internal control components.



### Kegiatan Pemantauan

Kegiatan Pemantauan mencakup evaluasi berkelanjutan, evaluasi terpisah, atau kombinasi dari keduanya yang dimaksudkan untuk memastikan tiap-tiap komponen pengendalian intern ada dan berfungsi sebagaimana mestinya. Secara umum, aspek kegiatan evaluasi berkelanjutan. Evaluasi berkelanjutan diterapkan di dalam proses bisnis pada tingkat yang berbeda-beda, guna menyajikan informasi yang valid secara tepat waktu. Evaluasi terpisah dilakukan secara periodik, bervariasi, lingkup, dan frekuensinya, tergantung hasil penilaian risiko, efektivitas evaluasi berkelanjutan, dan pertimbangan manajemen lainnya. Prinsip dan *point of focus* kegiatan pemantauan adalah sebagai berikut:

1. Organisasi menyeleksi, membangun, dan melaksanakan evaluasi berkelanjutan dan terpisah untuk dapat meyakinkan bahwa seluruh komponen pengendalian intern telah berfungsi dengan baik.
2. Organisasi mengevaluasi dan mengkomunikasikan pengendalian intern dalam waktu yang tepat kepada pihak-pihak yang bertanggung jawab untuk melakukan tindakan koreksi.

### KEPATUHAN TERHADAP PERATURAN PERUNDANG-UNDANGAN LAINNYA

Pengendalian internal terkait kepatuhan perusahaan terhadap peraturan perundang-undangan secara khusus dilakukan dengan mengevaluasi pemenuhan penerapan peraturan perundang-undangan yang ada. Selain itu, perusahaan juga melakukan pengujian terhadap sinkronisasi peraturan perundang-undangan dan produk hukum Perseroan, dilaksanakan di bawah tanggung jawab Pusat Hukum, khususnya bagian *Policy and Regulations*. Di samping itu, sebagai peran lini ketiga (*third line roles*), Unit Internal Audit bertanggung jawab untuk memastikan efektivitas Perseroan dalam praktik pemenuhan ketentuan hukum dan peraturan perundang-undangan yang berlaku. Salah satu tujuan yang menjadi fokus penilaian risiko dalam sistem pengendalian internal adalah tujuan kepatuhan. Terkait hal itu, Perseroan senantiasa mempertimbangkan toleransi terhadap risiko kepatuhan dalam pelaksanaan pengendalian internal terkait kepatuhan terhadap peraturan perundang-undangan.

### EVALUASI PELAKSANAAN SISTEM PENGENDALIAN INTERNAL

Secara berkala, Perseroan melakukan penilaian mandiri atas penerapan sistem pengendalian internal sebagai proses yang dilaksanakan untuk menguji dan menilai efektivitas penerapan sistem pengendalian internal. Penilaian terhadap sistem pengendalian internal bertujuan untuk memberikan keyakinan yang memadai bahwa seluruh tujuan kegiatan dapat dicapai/

### Monitoring Activities

Monitoring activities include ongoing evaluations, separate evaluations, or a combination of both, aimed at ensuring that each component of internal control is present and functioning as intended. Generally, continuous evaluation is applied. Continuous evaluation is applied in business processes at different levels, in order to provide valid information on time. Separate evaluations are conducted periodically, varying in scope and frequency depending on the results of the risk assessment, the effectiveness of ongoing evaluations, and other management considerations. The principles and points of focus of monitoring activities are as follows:

1. The organization selects, develops, and carries out continuous and separate evaluations to ensure that all internal control components are functioning properly.
2. The organization evaluates and communicates internal control in a timely manner to parties responsible for taking corrective action.

### COMPLIANCE WITH OTHER LAWS AND REGULATIONS

Internal control related to company compliance with statutory regulations is specifically carried out by evaluating compliance with the implementation of existing statutory regulations. Apart from that, the company also carries out testing on the synchronization of statutory regulations and the Company's legal products, carried out under the responsibility of the Legal Center, especially the Policy and Regulations section. In addition, as a third-line role, the Internal Audit Unit is responsible for ensuring the Company's effectiveness in fulfilling applicable legal and regulatory requirements. One of the objectives that is the focus of risk assessment in the internal control system is compliance objectives. In this regard, the Company always considers compliance risk tolerance in implementing internal controls related to compliance with laws and regulations.

### EVALUATION OF THE IMPLEMENTATION OF THE INTERNAL CONTROL SYSTEM

Periodically, the Company conducts an independent assessment of the implementation of the internal control system as a process carried out to test and assess the effectiveness of the implementation of the internal control system. The assessment of the internal control system aims to provide adequate confidence that all activity objectives

dilaksanakan dengan baik. Pelaksanaan penilaian mandiri atas penerapan sistem pengendalian internal dilakukan secara berkala. Dalam implementasinya, Direksi bertanggung jawab terhadap efektivitas penerapan sistem pengendalian internal di Perusahaan.

Berdasarkan Keputusan Direksi PT KAI (Persero) No. PER.U/KC.202/III/2/KA-2018 tanggal 5 Maret 2018 tentang Pedoman Evaluasi Sistem Pengendalian Intern, di tahun 2024 Unit Internal Audit melakukan evaluasi atas kecukupan dan efektivitas sistem pengendalian internal Perusahaan secara menyeluruh untuk mendukung asersi Direksi atas efektivitas sistem pengendalian internal yang diterapkan.

### PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Di tahun 2024, Unit Internal Audit, Direksi, dan Dewan Komisaris telah melakukan evaluasi terhadap kecukupan dan efektivitas keseluruhan pelaksanaan sistem pengendalian intern. Dalam implementasinya:

- (1) Dewan Komisaris telah memberikan arahan untuk meningkatkan kecukupan sistem pengendalian internal.
- (2) Direksi telah memastikan bahwa sistem pengendalian internal berjalan dengan baik sesuai dengan tujuan yang ditetapkan.
- (3) Unit Internal Audit telah berperan aktif dalam meningkatkan efektivitas sistem pengendalian internal secara berkesinambungan dengan memberikan rekomendasi perbaikan penerapan sistem pengendalian internal Perseroan guna pencapaian sasaran yang telah ditetapkan oleh manajemen.

Secara keseluruhan, Manajemen menyatakan bahwa sistem pengendalian internal Perseroan telah berjalan dengan baik dan efektif serta dalam implementasinya telah memenuhi kecukupan.

## Manajemen Risiko

### *Risk Management*

Penerapan manajemen risiko Perseroan secara mendasar mengacu pada peraturan perundang-undangan serta penerapan yang berlaku secara internasional, yaitu International Standard ISO 31000:2018 Risk Management-Guidelines. Perseroan menerapkan manajemen risiko dengan tujuan untuk mengelola seluruh potensi risiko yang dihadapi dalam mencapai tujuan-tujuan Perseroan, mencakup tujuan jangka pendek di dalam RKAP ataupun tujuan jangka panjang di dalam RJPP.

can be achieved/implemented properly. Self-assessment of the implementation of the internal control system is carried out periodically. In its implementation, the Board of Directors is responsible for the effectiveness of implementing the internal control system in the Company.

According to the Board of Directors Decree Number: PER.U/KC.202/III/2/KA-2018 dated March 5, 2018, concerning Guidelines for Evaluation of Internal Control Systems, in 2024, the Internal Audit Unit evaluated the adequacy and effectiveness of the Company's internal control system as a whole to support the Board of Directors' assertion regarding the effectiveness of the internal control system implemented.

### STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS REGARDING THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

In 2024, the Internal Audit Unit, the Board of Directors, and the Board of Commissioners evaluated the adequacy and effectiveness of the overall implementation of the internal control system. In its implementation:

- (1) The Board of Commissioners has provided direction to improve the adequacy of the internal control system,
- (2) The Board of Directors has ensured that the internal control system is running well in accordance with the stated objectives.
- (3) The Internal Audit Unit has played an active role in improving the effectiveness of the internal control system on an ongoing basis by providing recommendations for improvements to the implementation of the Company's internal control system in order to achieve the targets set by management.

Overall, Management stated that the Company's internal control system has been running well and effectively and in its implementation has met the requirements.

The Company's implementation of risk management basically refers to laws and regulations and applications that apply internationally, namely the International Standard ISO 31000: 2018 Risk Management – Guidelines. The Company implements risk management with the aim of managing all potential risks faced in achieving the Company's goals, including short-term goals in the RKAP or long-term goals in the RJPP.

PT KAI mengimplementasikan sistem manajemen risiko yang mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Manajemen Risiko BUMN, yang selaras dengan prinsip-prinsip ISO 31000: Risk Management-Guidelines. Pengelolaan risiko dilakukan secara terstruktur dan sistematis melalui proses identifikasi, pengukuran, pemantauan, serta mitigasi risiko yang melekat pada seluruh aktivitas perusahaan, baik pada level strategis maupun operasional.

Dalam implementasinya, berdasarkan Peraturan Direksi No. PER.U/KL.104/III/2/KA-2024 tentang Pedoman Penerapan Manajemen Risiko pada tanggal 22 Maret 2024, pelaksanaan penerapan Sistem Manajemen Risiko menggunakan aplikasi SMARTKA telah Go Live sejak 29 Maret 2021. Sampai dengan 31 Desember 2024, SMARTKA juga telah diimplementasikan di 6 anak perusahaan PT Kereta Api Indonesia (Persero) meliputi:

- PT Kereta Commuter Indonesia
- PT Reska Multi Usaha
- PT Kereta Api Properti Manajemen
- PT Kereta Api Logistik
- PT Railink
- PT Kereta Api Pariwisata

Lebih lanjut, sistem Manajemen Risiko dijalankan melalui SMARTKA diterapkan guna mendukung pengelolaan risiko di seluruh unit bisnis/*risk entity* melalui *Risk Control and Self Assessment* (RCSA).

#### UNIT MANAJEMEN RISIKO

Implementasi fungsi manajemen risiko dijalankan melalui Unit Manajemen Risiko. Secara struktural berada di bawah Direktur Keuangan dan Manajemen Risiko. Fungsi Unit Manajemen Risiko dipimpin oleh seorang Executive Vice President (EVP) dan diatur berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KO.104/X/4/KA-2023 tanggal 1 Oktober 2023 tentang Organisasi dan Tata Laksana Direktorat Keuangan dan Manajemen Risiko.

PT KAI has implemented a risk management system guided by the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, which outlines the Guidelines for Governance and Risk Management Activities for State-Owned Enterprises, which aligns with the principles of ISO 31000: Risk Management - Guidelines. Risk management is conducted in a structured and systematic approach that includes identifying, measuring, monitoring, and mitigating risks associated with all company activities, both at strategic and operational levels.

In practice, according to the Regulation of the Board of Directors No. PER.U/KL.104/III/2/KA-2024, which outlines the guidelines for implementing risk management, the SMARTKA application has been in operation since March 29, 2021. As of December 31, 2024, SMARTKA has also been adopted by six subsidiaries of PT Kereta Api Indonesia (Persero), which include:

- PT Kereta Commuter Indonesia
- PT Reska Multi Usaha
- PT Kereta Api Properti Manajemen
- PT Kereta Api Logistik
- PT Railink
- PT Kereta Api Pariwisata

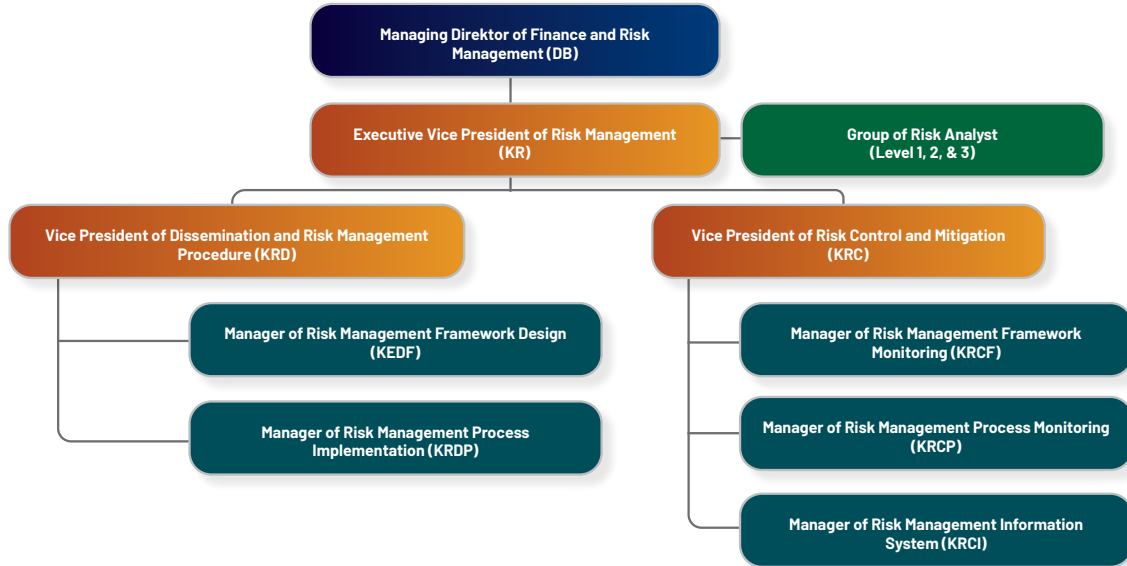
Moreover, the risk management system is implemented through SMARTKA to enhance risk management across all business units and risk entities using Risk Control and Self Assessment (RCSA).

#### RISK MANAGEMENT UNIT

The implementation of the risk management function is carried out through the Risk Management Unit, which is structurally under the Director of Finance and Risk Management. The function of the Risk Management Unit is led by an Executive Vice President (EVP) and is regulated based on the Regulation of the Directors of PT Kereta Api Indonesia (Persero) No. PER.U/KO.104/I/3/KA2022 dated October 1, 2023 concerning the Organization and Management of the Finance Directorate and Risk Management.

## STRUKTUR ORGANISASI UNIT MANAJEMEN RISIKO

Sesuai Peraturan Direksi No. PER.U/KO.104/X/4/KA-2023, struktur organisasi Unit Manajemen Risiko Perseroan adalah sebagai berikut:



## RISK MANAGEMENT UNIT ORGANIZATIONAL STRUCTURE

In accordance with the Board of Directors Regulation No. PER.U/KO.104/X/4/KA-2023, the organizational structure of the Company's Risk Management Unit is as follows:

## KEBIJAKAN MANAJEMEN RISIKO

Tahun 2024 menjadi periode yang penuh tantangan dan peluang, dengan adanya fluktuasi ekonomi global, peningkatan risiko geopolitik, percepatan transformasi digital, serta tuntutan tinggi terhadap keberlanjutan dan efisiensi. Dalam menghadapi berbagai dinamika tersebut, PT Kereta Api Indonesia (Persero) menempatkan manajemen risiko sebagai elemen strategis dalam mendukung pencapaian tujuan korporasi dan menjaga keberlangsungan usaha secara berkelanjutan.

Sebagai bagian dari komitmen terhadap tata kelola perusahaan yang baik (Good Corporate Governance/GCG), manajemen risiko diintegrasikan dalam proses pengambilan keputusan, perencanaan bisnis, hingga evaluasi kinerja. Melalui penguatan budaya sadar risiko dan peningkatan kapabilitas pengelolaan risiko, PT KAI berupaya menjaga ketahanan organisasi, menciptakan nilai tambah, dan meningkatkan kepercayaan seluruh pemangku kepentingan.

PT Kereta Api Indonesia (Persero) membangun kerangka manajemen risiko yang kuat dan terintegrasi, sebagai upaya memastikan bahwa setiap keputusan dan aktivitas perusahaan dilandasi oleh pertimbangan risiko yang memadai. Struktur dan kebijakan manajemen risiko disusun untuk mendukung terciptanya proses pengelolaan risiko yang menyeluruh, berjenjang, dan selaras dengan strategi bisnis perusahaan.

## RISK MANAGEMENT POLICY

The year 2024 presented PT Kereta Api Indonesia (Persero) with a range of challenges and opportunities, influenced by global economic fluctuations, rising geopolitical risks, accelerating digital transformation, and increasing demands for sustainability and efficiency. In navigating these dynamics, PT Kereta Api Indonesia prioritizes risk management as a strategic element essential for achieving corporate goals and ensuring sustainable business continuity.

In line with its commitment to good corporate governance (GCG), risk management is seamlessly integrated into decision-making processes, business planning, and performance evaluations. By fostering a risk-aware culture and enhancing risk management capabilities, PT KAI aims to strengthen organizational resilience, create added value, and build trust among all stakeholders.

PT Kereta Api Indonesia has established a robust and integrated risk management framework to ensure that every decision and activity is grounded in thorough risk considerations. The structure and policies of risk management are designed to facilitate the creation of a comprehensive, tiered, and aligned risk management process that supports the company's business strategy.

Struktur pengelolaan risiko di PT KAI mengacu pada prinsip **Three Lines Model**, di mana:

**1. Lini Pertama (Fungsi Operasional)**

Bertanggung jawab dalam mengidentifikasi, menilai, dan mengelola risiko pada aktivitas sehari-hari di unit kerja masing-masing.

**2. Lini Kedua (Fungsi Risiko dan Kepatuhan)**

Berperan dalam penyusunan kebijakan, koordinasi, monitoring, serta memberikan fasilitasi kepada unit kerja terkait pelaksanaan manajemen risiko.

**3. Lini Ketiga (Audit Internal)**

Melakukan evaluasi independen terhadap efektivitas sistem manajemen risiko, serta memberikan rekomendasi perbaikan secara berkelanjutan.

Kebijakan manajemen risiko PT KAI diperbarui secara berkala untuk menyesuaikan dengan dinamika regulasi, bisnis, dan tantangan eksternal. Kebijakan ini mencakup aspek-aspek berikut:

1. Kerangka kerja pengelolaan risiko berbasis ISO 31000 dan Permen BUMN No. 2 Tahun 2023.
2. Klasifikasi dan kategorisasi risiko (strategis, operasional, keuangan, hukum dan ESG).
3. Mekanisme pelaporan dan eskalasi risiko.
4. Penetapan strategi risiko (*Risk Limit, Risk Appetite, Risk Tolerance, Risk Capacity*).
5. Proses integrasi risiko dalam penyusunan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja & Anggaran Perusahaan (RKAP).

Dalam pelaksanaannya, perusahaan juga mengembangkan sistem informasi manajemen risiko yang mendukung digitalisasi proses pemantauan dan pelaporan risiko, serta meningkatkan efektivitas pengawasan manajemen terhadap eksposur risiko aktual dan potensial.

Melalui struktur yang jelas dan kebijakan yang adaptif, PT KAI berkomitmen untuk menjadikan manajemen risiko sebagai fondasi pengambilan keputusan strategis, serta sebagai alat pencipta nilai (*value creation*) yang berkelanjutan bagi seluruh pemangku kepentingan.

## **PENERAPAN MANAJEMEN RISIKO TAHUN 2024**

### **Profil Risiko Utama Perusahaan RKAP Tahun 2024**

Perusahaan telah menyusun Profil Risiko Utama Tahun 2024 melalui pendekatan *top-down* yang terintegrasi dengan proses penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024, bersama unit-unit kerja terkait. Risiko-risiko utama yang diidentifikasi merupakan risiko-risiko strategis dengan potensi dampak signifikan terhadap pencapaian sasaran perusahaan dalam RKAP Tahun 2024.

The risk management structure at PT KAI follows the **Three Lines Model** principle:

**1. First Line (Operational Function)**

Responsible for identifying, assessing, and managing risks in daily operations within each work unit.

**2. Second Line (Risk and Compliance Function)**

Formulates policies, coordinates activities, monitors compliance, and facilitates work units in implementing risk management.

**3. Third Line (Internal Audit)**

Conducts independent evaluations of the effectiveness of the risk management system and provides recommendations for continuous improvement.

PT KAI's risk management policy is updated periodically to adapt to changes in regulations, business operations, and external challenges. This policy encompasses the following aspects:

1. A risk management framework based on ISO 31000 and BUMN Ministerial Regulation No. 2 of 2023.
2. Risk classification and categorization (strategic, operational, financial, legal, and ESG).
3. Risk reporting and escalation mechanisms.
4. Determination of risk strategy (*Risk Limit, Risk Appetite, Risk Tolerance, Risk Capacity*).
5. Integration of risk management in preparing the Company's Long-Term Plan (RJPP) and the Company's Work Plan & Budget (RKAP).

To enhance the effectiveness of risk management, the company is also developing a risk management information system to support the digitalization of monitoring and reporting processes, thereby strengthening management oversight of actual and potential risk exposures.

With a clear structure and adaptive policies, PT KAI is dedicated to making risk management a cornerstone of strategic decision-making, serving as a tool for sustainable value creation for all stakeholders.

## **IMPLEMENTATION OF RISK MANAGEMENT IN 2024**

### **Main Risk Profile of the Company for the 2024 RKAP**

The Company has developed the Main Risk Profile for 2024 using a *top-down* approach integrated with the preparation of the Company's Work Plan and Budget (RKAP) for 2024. This process involved collaboration with relevant work units. The primary risks identified are strategic risks that could significantly impact the achievement of the company's targets outlined in the 2024 RKAP.



Penyusunan profil risiko ini juga telah mengakomodasi arahan pemegang saham sebagaimana tertuang dalam surat Menteri Badan Usaha Milik Negara Nomor S-491/MBU/09/2023 tentang Aspirasi Pemegang Saham dalam Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2025, tertanggal 29 September 2023.

The risk profile development has also incorporated the directives of shareholders as articulated in the letter from the Minister of State-Owned Enterprises (Number S-491/MBU/09/2023), which conveys Shareholder Aspirations in preparing the Company's Work Plan and Budget for 2025, dated September 29, 2023.

Tabel Profil Risiko Tahun 2024

Table of Risk Profile 2024

| No | INHERENT |      | PENJELASAN /<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RENCANA PERLAKUAN RISIKO /<br>RISK TREATMENT PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | RESIDUAL |      |
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| 1  |          |      | <p><b>Kode Risiko: KE-1 / Risk Code: KE-1</b><br/> <b>Peristiwa Risiko: / Risk Event:</b><br/>           Potensi kebutuhan CDS yang ditanggung perusahaan melebihi dana <i>sinking fund</i> yang dianggarkan. / The potential CDS needs borne by the company exceed the budgeted sinking fund.</p> <p><b>Penyebab: / Causes:</b><br/>           a. <i>Cash Deficiency</i> meningkat karena kinerja keuangan KCIC baik itu bersumber dari penumpang maupun pembiayaan tidak sesuai dengan yang telah di programkan; / <i>Cash Deficiency</i> increases because KCIC's financial performance, both from passengers and financing, is not in accordance with what has been programmed;<br/>           b. Tidak terealisasinya <i>sinking fund</i> sesuai yang dianggarkan akibat: / he sinking fund is not realized as budgeted due to:<br/>           1) kenaikan tarif angkutan batubara tidak terealisasi sesuai dengan yang dianggarkan akibat harga batubara turun; / the increase in coal transportation rates is not realized as budgeted due to falling coal prices;<br/>           2) ketidakpastian laba KAI 2023 dan nilai <i>unpaid dividen</i> 2023; / uncertainty of KAI's 2023 profit and the value of unpaid dividends in 2023;<br/>           3) ketidakpastian perolehan pendapatan dari BLU sebagai komponen pembentuk <i>sinking fund</i>. / uncertainty of income from BLU as a component forming the sinking fund.</p> <p><b>Dampak: / Impact:</b><br/>           KAI harus mencari sumber pendanaan lain yang dimungkinkan bersumber dari bisnis eksisting KAI untuk memenuhi CDS. / KAI must seek other sources of funding that may come from KAI's existing business to meet CDS.</p> <p><b>Asumsi Perhitungan Dampak (KE-1): / Impact Calculation Assumptions (KE-1):</b><br/>           Kebutuhan CDS melebihi <i>sinking fund</i> yang dianggarkan dimana selisihnya sebesar Rp256 M, BLU tidak terealisasi Rp436 M, dan KAI harus <i>inject</i> saldo minimum Rp385 M dengan total sebesar Rp1.079.434.724.000,- / The CDS requirement exceeds the budgeted sinking fund where the difference is Rp256 M, BLU is not realized Rp436 M, and KAI must inject a minimum balance of Rp385 M with a total of Rp1,079,434,724,000.</p> | <p>a. KAI harus mendorong KCIC untuk melakukan upaya maksimal dalam hal strategi pemasaran yang diharapkan dapat meningkatkan pendapatan KCIC baik dari tiket (<i>fare</i>) ataupun pendapatan di luar tiket (<i>non-fare</i>) dan mendorong KCIC memperbaiki struktur keuangan. Hal tersebut dapat dilakukan KAI dengan melalui pengawasan dan monitoring atas kinerja KCIC dalam penyelenggaraan KCJB secara periodik, serta untuk pembiayaan Perlu persetujuan pemegang saham apabila terdapat biaya KCIC melebihi yang telah dianggarkan; / KAI must encourage KCIC to make maximum efforts in terms of marketing strategies that are expected to increase KCIC's income from tickets (<i>fare</i>) or non-fare income and encourage KCIC to improve its financial structure. This can be done by KAI through supervision and monitoring of KCIC's performance in organizing KCJB periodically, and for financing. Shareholder approval is needed if there are KCIC costs exceeding those budgeted;</p> <p>b. Melakukan upaya koordinasi dan mendorong Pemerintah terkait percepatan kejelasan skema BLU pada angkutan batubara. / Making coordination efforts and encouraging the Government regarding the acceleration of the clarity of the BLU scheme for coal transportation.</p> <p>c. Perlu mengusulkan <i>support</i> pemerintah lainnya seperti penambahan komponen pembentuk <i>sinking fund</i> selain yang telah direncanakan dan/atau dan kebijakan untuk meningkatkan besaran komponen pembentuk <i>sinking fund</i> eksisting, antara lain dapat melalui: / It is necessary to propose other government support such as the addition of components forming a sinking fund other than those that have been planned and/or policies to increase the amount of components forming the existing sinking fund, including through:</p> <p>1) Peningkatan margin atas penugasan Pemerintah pada PSO dan Subsidi Perintis, dimana atas selisih peningkatan margin tersebut dapat dialokasikan ke <i>sinking fund</i>; / Increasing the margin on the Government's assignment to PSO and Pioneer Subsidies, where the difference in the increase in the margin can be allocated to the sinking fund;</p> <p>2) Kebijakan keringanan/pembebasan pembiayaan TAC yang diharapkan dapat meningkatkan laba sehingga berdampak pada peningkatan dividen ditahan yang merupakan komponen pembentuk sinking fund; / TAC financing relief/exemption policies that are expected to increase profits so that they have an impact on increasing retained dividends which are components forming the sinking fund;</p> <p>3) Pemenuhan atas Kebutuhan IMO PT KAI. / Fulfillment of PT KAI's IMO needs.</p> |          |      |

| No | INHERENT                                                                          |                                                                                   | PENJELASAN /<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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                                                                   | PROB                                                                                |
| 2  |  |  | <p><b>Kode Risiko: KE-2 / Risk Code: KE-2</b></p> <p><b>Peristiwa Risiko: / Risk Event:</b><br/>Potensi risiko biaya TAC pada RKAP 2024 melebihi biaya yang sudah dianggarkan di RKAP karena PMK/138 tidak terbit di tahun 2024. / The potential risk of TAC costs in the 2024 RKAP exceeding the costs budgeted in the RKAP because PMK/138 was not issued in 2024.</p> <p><b>Penyebab: / Causes:</b></p> <ol style="list-style-type: none"> <li>Perubahan PMK 138 tahun 2021 tidak terealisasi pada tahun 2024 serta terjadi perubahan atas komitmen Pemerintah terhadap pembayaran TAC yang sudah disepakati karena pada tahun 2024 terjadi pergantian pemerintahan. / Changes to PMK 138 in 2021 were not realized in 2024 and there were changes to the Government's commitment to TAC payments that had been agreed upon because in 2024 there was a change of government.</li> <li>a. Besaran tarif SBPP menggunakan formula yang ditetapkan dalam PMK 138 tahun 2021 menghasilkan nilai yang tidak wajar karena terdapat pembebanan biaya depresiasi atas aset tanah dan aset yang tidak berhubungan dengan operasional KA. / The amount of the SBPP tariff using the formula stipulated in PMK 138 in 2021 resulted in an unreasonable value because there was a depreciation charge on land assets and assets that were not related to railway operations.<br/>b. Besaran FP melebihi 0,75. / The amount of FP exceeded 0.75.<br/>c. Belum terdapat pengaturan Pengenaan PNPB TAC sampai dengan Rp0,00 atau 0% untuk Badan Usaha penerima penugasan Proyek Strategis Nasional. / There is no regulation on the Imposition of PNPB TAC up to IDR 0.00 or 0% for Business Entities receiving National Strategic Project assignments.</li> </ol> <p><b>Dampak: / Impact:</b><br/>Peningkatan komponen biaya TAC melebihi nilai TAC pada perhitungan RKAP dimana TAC pada RKAP 2024 sebesar Rp1,35 T (sesuai TAC=100% IMO) menjadi sebesar Rp2,4T (sesuai PMK No 138/PMK.02/2021 dengan merujuk pada asumsi yang digunakan dalam prognosa TAC tahun 2023) / The increase in the TAC cost component exceeds the TAC value in the RKAP calculation where the TAC in the 2024 RKAP is IDR 1.35 T (according to TAC = 100% IMO) to Rp2.4 T (according to PMK No. 138 / PMK.02 / 2021 with reference to the assumptions used in the 2023 TAC prognosis)</p> <p><b>Asumsi Perhitungan Dampak (KE-2): / Impact Calculation Assumptions (KE-2):</b><br/>Perhitungan TAC pada tahun 2023 mengacu pada PMK 138 adalah sebesar 2,4 Triliun. Perusahaan telah menganggarkan sebesar Rp1,4 Triliun sehingga terdapat eksposur risiko sebesar Rp1 Triliun yang harus dibayarkan KAI kepada Pemerintah apabila perubahan PMK 138 tidak terbit di tahun 2024 / The TAC calculation in 2023 refers to PMK 138 which is Rp2.4 Trillion. The company has budgeted IDR 1.4 Trillion so that there is a risk exposure of IDR 1 Trillion that KAI must pay to the Government if the changes to PMK 138 are not issued in 2024</p> | <ol style="list-style-type: none"> <li>Melakukan upaya mendorong dan mengusulkan percepatan penerbitan PMK 138 melalui koordinasi kepada berbagai pihak terutama Kementerian Lembaga yang berhubungan, serta menjaga agar rancangan atas perubahan PMK 138 tahun 2021 dapat memperhatikan keberlangsungan usaha PT KAI yang saat ini mendapat banyak penugasan strategis dari Pemerintah. / Making efforts to encourage and propose the acceleration of the issuance of PMK 138 through coordination with various parties, especially related Ministries and Institutions, and ensuring that the draft amendment to PMK 138 in 2021 can pay attention to the sustainability of PT KAI's business which currently receives many strategic assignments from the Government.</li> <li>Koordinasi dalam bentuk surat menyurat dan pembahasan dengan Kementerian Perhubungan, Kementerian Keuangan, Kementerian BUMN dan Kementerian/ instansi/ lembaga terkait lainnya untuk perbaikan ketentuan agar: / Coordination in the form of correspondence and discussions with the Ministry of Transportation, Ministry of Finance, Ministry of SOEs and other related Ministries/agencies/institutions to improve the provisions so that: <ol style="list-style-type: none"> <li>Formula dalam perhitungan tarif SBPP tidak membebaskan biaya depresiasi atas aset tanah dan aset yang tidak berhubungan dengan operasional KA. / The formula in calculating the SBPP tariff does not charge depreciation costs for land assets and assets that are not related to train operations.</li> <li>Besaran FP tidak melebihi 0,75. / The amount of FP does not exceed 0.75.</li> <li>Terdapat pengaturan Pengenaan PNPB TAC sampai dengan Rp0,00 atau 0% untuk Badan Usaha penerima penugasan Proyek Strategis Nasional. / There are regulations for the Imposition of PNPB TAC of up to Rp0.00 or 0% for Business Entities receiving National Strategic Project assignments.</li> </ol> </li> </ol> |  |  |

| No | INHERENT                                                                          |                                                                                   | PENJELASAN / DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  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| 3  |  |  | <p><b>Kode Risiko: KE-3 / Risk Code: KE-3</b></p> <p><b>Peristiwa Risiko: / Risk Event:</b><br/>Potensi risiko tidak dipenuhinya Penyertaan Modal Negara (PMN) senilai Rp2 Triliun yang akan digunakan sebagai tambahan setoran modal (ekuitas) kepada PT KCI sebagai pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit. / Potential risk of failure to fulfill the State Capital Participation (PMN) worth IDR 2 trillion which will be used as additional capital deposit (equity) to PT KCI to fulfill the capex financing needs for the procurement of new and retrofit KRL facilities.</p> <p><b>Penyebab: / Cause:</b><br/>Belum adanya komitmen pemerintah dalam pemenuhan PMN sebesar Rp2 Triliun dalam rangka memenuhi kebutuhan sarana KRL, pada tahun 2024 akan terjadi perubahan pemerintahan, dengan adanya pergantian pemerintahan dimungkinkan memiliki perbedaan kebijakan. / There is no government commitment to fulfill PMN of IDR 2 trillion in order to fulfill the needs of KRL facilities, in 2024 there will be a change of government, with the change of government it is possible to have different policies.</p> <p><b>Dampak: / Impact:</b></p> <p>a. PT KAI sebagai pemegang saham PT KCI mengalami kesulitan dalam penyediaan sumber pendanaan untuk memberikan setoran modal atas pemenuhan ekuitas PT KCI karena saat ini kapasitas keuangan masih terpengaruh oleh penugasan PSN diantaranya Proyek KCJB, dan Proyek LRT, serta issue strategis lainnya seperti IMO dan TAC. / PT KAI as a shareholder of PT KCI is experiencing difficulties in providing funding sources to provide capital deposits for the fulfillment of PT KCI's equity because currently the financial capacity is still affected by the assignment of PSN including the KCJB Project, and the LRT Project, as well as other strategic issues such as IMO and TAC.</p> <p>b. Tidak terpenuhinya pendanaan ekuitas pengadaan KRL baru dan retrofit, sehingga dibutuhkan peningkatan <i>financing cost</i> PT KAI dan PT KCI dalam memenuhi kebutuhan dukungan pinjaman yang dapat mempengaruhi struktur permodalan perusahaan serta menurunkan tingkat kesehatan perusahaan karena beban keuangan meningkat. / Failure to fulfill equity funding for the procurement of new and retrofit KRL, so that an increase in financing costs for PT KAI and PT KCI is needed to meet the need for loan support which can affect the company's capital structure and reduce the company's health level because the financial burden increases.</p> <p>c. Kesulitan pendanaan mengakibatkan penyediaan sarana siap operasi tidak berjalan sesuai dengan waktu yang di ditentukan. / Funding difficulties resulted in the provision of ready-to-operate facilities not running according to the specified time.</p> <p><b>Asumsi Perhitungan Dampak (KE-3): / Impact Calculation Assumptions (KE-3):</b><br/>Kebutuhan pendanaan KCI yang jatuh tempo pada tahun 2024 atas pengadaan sarana KRL dengan rincian: / KCI funding needs due in 2024 for the procurement of KRL facilities with details:</p> <p>a. atas Pengadaan KRL baru INKA 16 TS sebesar Rp574.499.998.800,- / for the Procurement of new INKA KRL 16 TS amounting to Rp574,499,998,800</p> <p>b. atas Pengadaan KRL retrofit INKA 19 TS sebesar Rp835.511.129.742,- / for the Procurement of retrofit INKA KRL 19 TS amounting to Rp835,511,129,742</p> <p>c. atas Pengadaan KRL baru Impor (asumsi awal) 3 TS sebesar Rp676.800.000.000,- (proposal JReast 30 Juni 2023). / for the Procurement of new Imported KRL (initial assumption) 3 TS amounting to Rp676,800,000,000 (JReast proposal June 30, 2023).</p> <p>Pemenuhan pendanaan tersebut di atas menggunakan: / The fulfillment of the above funding uses:</p> <p>a. PMN sebesar Rp2.000.000.000.000, / PMN amounting to Rp2,000,000,000,000</p> <p>b. sisa kebutuhan pendanaan sebesar Rp86.811.128.542,- akan dipenuhi dari pinjaman perbankan oleh KCI sehingga apabila PMN sebesar Rp2 Triliun dari pemerintah tidak terealisasi maka KAI dimungkinkan menanggung kebutuhan pendanaan KCI melalui setoran modal/SHL sebesar Rp2 Triliun. / The remaining funding requirement of Rp86,811,128,542 will be met from bank loans by KCI so that if the PMN of Rp2 trillion from the government is not realized, then KAI will be able to cover KCI's funding requirement through capital deposits/SHL of Rp2 trillion.</p> | <p>a. Perlu berupaya semaksimal mungkin untuk mendapatkan komitmen pemerintah berupa diterbitkannya peraturan pemerintah terkait pemberian PMN kepada PT KAI dalam rangka peningkatan pelayanan penumpang KRL Jabodetabek dengan melakukan koordinasi secara intensif dengan Kementerian BUMN, Kemenko Marves maupun Kementerian Keuangan atas perkembangan usulan PMN Pengadaan KRL yang akan digunakan untuk pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit serta memenuhi seluruh kelengkapan dokumen yang dipersyaratkan. / Perlu berupaya semaksimal mungkin untuk mendapatkan komitmen pemerintah berupa diterbitkannya peraturan pemerintah terkait pemberian PMN kepada PT KAI dalam rangka peningkatan pelayanan penumpang KRL Jabodetabek dengan melakukan koordinasi secara intensif dengan Kementerian BUMN, Kemenko Marves maupun Kementerian Keuangan atas perkembangan usulan PMN Pengadaan KRL yang akan digunakan untuk pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit serta memenuhi seluruh kelengkapan dokumen yang dipersyaratkan.</p> <p>b. Perlu dilakukan evaluasi rencana pengadaan sarana KRL secara bertahap dengan mempertimbangkan kemampuan keuangan perusahaan. / Perlu dilakukan evaluasi rencana pengadaan sarana KRL secara bertahap dengan mempertimbangkan kemampuan keuangan perusahaan.</p> |  |  |

| No | INHERENT |      | PENJELASAN /<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RENCANA PERLAKUAN RISIKO /<br>RISK TREATMENT PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | RESIDUAL |      |
|----|----------|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|
|    | DMP      | PROB |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | DMP      | PROB |
| 4  |          |      | <p><b>Kode Risiko: KE-4 / Risk Code: KE-4</b></p> <p><b>Peristiwa Risiko: / Risk Event:</b><br/>Potensi nilai kompensasi Pemerintah atas IMO yang diterima KAI tidak sesuai kebutuhan Perusahaan untuk menutup biaya perawatan dan pengoperasian prasarana. / The potential value of Government compensation for IMO received by KAI does not match the Company's needs to cover the costs of infrastructure maintenance and operation.</p> <p><b>Penyebab: / Cause:</b><br/>a. Alokasi DIPA untuk IMO yang dianggarkan oleh pemerintah tidak sesuai dengan kebutuhan biaya perawatan dan pengoperasian prasarana; / The allocation of DIPA for IMO budgeted by the government does not match the needs of infrastructure maintenance and operation costs;<br/>b. Revisi atas Perpres 53 tahun 2012 belum terealisasi di tahun 2024. / The revision of Presidential Regulation 53 of 2012 has not been realized in 2024.</p> <p><b>Dampak: / Impact:</b><br/>KAI menanggung sebagian besar atau seluruhnya biaya perawatan dan pengoperasian Prasarana/IMO yang seharusnya menjadi kewajiban pemerintah. / KAI bears most or all of the costs of infrastructure/IMO maintenance and operation that should be the government's obligation.</p> <p><b>Asumsi Perhitungan Dampak (KE-4): / Impact Calculation Assumption (KE-4):</b><br/>Kebutuhan IMO sesuai dengan Kajian pada tahun 2023 adalah sebesar Rp4.430.158.000.000,-. Bila diasumsikan Kontrak IMO hanya sebesar Rp1.441.000.000.000,-(sesuai alokasi DIPA)maka sisanya adalah kebutuhan atas IMO yang tidak dipenuhi oleh Pemerintah dan akan menjadi beban oleh KAI sebesar Rp2.989.158.000.000,-. / The need for IMO according to the Study in 2023 is Rp4,430,158,000,000. If it is assumed that the IMO Contract is only Rp1,441,000,000,000,- (according to the DIPA allocation) then the remainder is the need for IMO that is not met by the Government and will be a burden on KAI amounting to Rp2,989,158,000,000,-.</p>                                                                                                                                                                                                                                                           | <p>a. Melakukan negosiasi kesepakatan antara Perusahaan dan Kementerian Perhubungan agar Kontrak tetap bisa dilakukan walaupun nilai DIPA dibawah nilai kebutuhan perusahaan namun dengan catatan kekurangan atas IMO dapat diperlakukan sebagai utang oleh Pemerintah dan dapat dibayarkan menggunakan APBN tahun; / Negotiating an agreement between the Company and the Ministry of Transportation so that the Contract can still be carried out even though the DIPA value is below the company's needs, but with the note that the shortfall in IMO can be treated as debt by the Government and can be paid using the State Budget for the year;<br/>b. Melakukan upaya koordinasi, pemantauan serta mendorong percepatan terhadap rencana revisi Perpres 53 tahun 2012 kepada seluruh stakeholder terkait. / Making efforts to coordinate, monitor and encourage acceleration of the planned revision of Presidential Regulation 53 of 2012 to all relevant stakeholders.</p> |          |      |
| 5  |          |      | <p><b>Kode Risiko: OP-1/ Risk Code: OP-1</b></p> <p><b>Peristiwa Risiko: / Risk Event:</b><br/>Potensi ketidakmampuan mitra swasta dalam memenuhi target kapasitas angkut yang telah disepakati. / Potential inability of private partners to meet agreed transport capacity targets.</p> <p><b>Penyebab: / Cause:</b><br/>Belum adanya komitmen jangka panjang dari mitra dalam bentuk kontrak. / There is no long-term commitment from partners in the form of contracts.</p> <p><b>Dampak: / Impact:</b><br/>Diasumsikan dari 13 mitra tahun 2024, terdapat 2 mitra yang kemungkinan tidak dapat memenuhi target karena belum menandatangani kontrak jangka panjang dengan total tonase secara keluruhan dari 2 mitra tersebut pada tahun 2024 sebesar 4,9 juta ton. Sehingga perserntase pengaruh pada kehilangan pendapatan perusahaan sebesar 9,2% dari total target pendapatan (9,2% dari 10,58 Triliun adalah sebesar 933 Milyar). / It is assumed that out of 13 partners in 2024, there are 2 partners who are likely to be unable to meet the target because they have not signed a long-term contract with a total tonnage of 4.9 million tons from the 2 partners in 2024. So that the percentage of influence on the company's revenue loss is 9.2% of the total revenue target (9.2% of 10.58 trillion is 933 billion).</p> <p><b>Asumsi Perhitungan Dampak (OP-1): / Impact Calculation Assumption (OP-1):</b><br/>Diasumsikan dari 13 mitra tahun 2024, terdapat 2 mitra yang kemungkinan tidak dapat memenuhi target karena belum menandatangani kontrak jangka panjang dengan total tonase secara keluruhan dari 3 mitra tersebut pada tahun 2024 sebesar 6,9 juta ton. Sehingga perserntase pengaruh pada kehilangan pendapatan perusahaan sebesar 9,2% dari total target pendapatan (9,2% dari 10,9 Triliun adalah sebesar 968 Milyar). / It is assumed that out of 13 partners in 2024, there are 2 partners who are likely to be unable to meet the target because they have not signed a long-term contract with a total tonnage of 6.9 million tons from the 3 partners in 2024. So the percentage of influence on the company's revenue loss is 9.2% of the total revenue target (9.2% of 10.9 trillion is 968 billion).</p> | <p>Melakukan negosiasi dan memastikan mitra memberikan komitmen jangka panjang melalui kesepakatan kontrak jangka panjang dengan seluruh mitra dengan target kontrak minimum 10 tahun. / Conduct negotiations and ensure partners provide long-term commitment through long-term contract agreements with all partners with a minimum contract target of 10 years.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |      |

| No | INHERENT |      | PENJELASAN /<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RENCANA PERLAKUAN RISIKO /<br>RISK TREATMENT PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RESIDUAL |      |
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|    | DMP      | PROB |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | DMP      | PROB |
| 6  |          |      | <p><b>Kode Risiko: OP-2 / Risk Code: OP-2</b></p> <p><b>Peristiwa Risiko: / Risk Event:</b><br/>Potensi frekuensi perjalanan LRT Jabodetabek lebih sedikit dibandingkan dengan proyeksi pada <i>Feasibility Study</i> (FS) awal. / The potential frequency of Jabodetabek LRT trips is less than the projection in the initial Feasibility Study (FS).</p> <p><b>Penyebab: / Causes:</b></p> <ol style="list-style-type: none"> <li>Terjadinya keausan roda yang lebih cepat (Rasio kekerasan antara roda dengan rel 0,66 sd 0,77 (seharusnya 0,9 sd 1)); / Faster wheel wear (Ratio of hardness between wheels and rails 0.66 to 0.77 (should be 0.9 to 1));</li> <li>Kecepatan rata-rata lebih lambat akibat banyaknya lengkung dibawah 100 m yang tidak sesuai standard perkeretapiannya. / Slower average speed due to the large number of curves below 100 m that do not meet railway standards.</li> </ol> <p><b>Dampak: / Impact:</b></p> <ol style="list-style-type: none"> <li>Terdapat potensi pendapatan yang hilang karena operasional terganggu; / There is potential for lost revenue due to disrupted operations;</li> <li>Meningkatnya keluhan pelanggan baik secara langsung maupun di media sosial yang dapat menurunkan reputasi perusahaan. / Increased customer complaints both directly and on social media which can reduce the company's reputation.</li> </ol> <p><b>Asumsi Perhitungan Dampak (OP-2): / Impact Calculation Assumption (OP-2):</b><br/>Tidak tercapainya pendapatan penumpang yang berdampak pada rugi pada laba/rugi segmen LRT. Diasumsikan kerugian atas <i>opportunity cost</i> dari pendapatan yang seharusnya didapatkan dengan 27 Frekuensi sesuai FS menjadi hanya 8 frekuensi akibat keausan roda. / Passenger revenue is not achieved which has an impact on losses in the LRT segment's profit/loss. It is assumed that the loss of opportunity cost from revenue that should have been obtained with 27 Frequencies according to FS becomes only 8 frequencies due to wheel wear.</p> | <ol style="list-style-type: none"> <li>Perlu dilakukan pengadaan keping roda dengan peningkatan kekerasan sesuai dengan standar rasio kekerasan; / It is necessary to procure wheel pieces with increased hardness according to the hardness ratio standard;</li> <li>Perlu percepatan penggunaan LAU (Lubricant Application Unit) system untuk mengurangi tingkat keausan roda; / It is necessary to accelerate the use of the LAU (Lubricant Application Unit) system to reduce the level of wheel wear;</li> <li>Perlu dilakukan penambahan nilai pelebaran &amp; kontrol nilai pertinggian pada lengkung R &lt; 150 m. / It is necessary to add widening values &amp; control the height value on the R &lt; 150 m curve.</li> </ol> |          |      |
| 7  |          |      | <p><b>Kode Risiko: OP-3 / Risk Code: OP-3</b></p> <p><b>Peristiwa Risiko: / Risk Event:</b><br/>Potensi tidak terjadi kesepakatan perhitungan BBM <i>surcharge</i> antara PT BA dengan PT KAI. / Potential for no agreement on fuel surcharge calculation between PT BA and PT KAI.</p> <p><b>Penyebab: / Cause:</b><br/>Terjadi <i>dispute</i> terkait penentuan <i>surcharge</i> harga BBM, dimana saat ini harga BBM yang diterapkan pada PT BA mengacu pada harga BBM industri yang lebih kecil dari KAI. / A dispute occurred regarding the determination of fuel surcharge prices, where currently the fuel price applied to PT BA refers to the industrial fuel price which is lower than KAI.</p> <p><b>Dampak: / Impact:</b><br/>Potensi pendapatan atas <i>fuel surcharge</i> yang tidak terealisasi di tahun 2024. / Potential revenue from fuel surcharge that is not realized in 2024.</p> <p><b>Asumsi Perhitungan Dampak (OP-3): / Impact Calculation Assumption (OP-3):</b><br/>KAI tidak menerima pendapatan dari BBM <i>surcharge</i> dengan asumsi 80% dari total target penerimaan BBM <i>surcharge</i> merupakan porsi PT BA (80% x Rp725 Miliar). / KAI does not receive revenue from fuel surcharge with the assumption that 80% of the total target for fuel surcharge revenue is PT BA's portion (80% x IDR 725 billion).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ol style="list-style-type: none"> <li>Melakukan upaya-upaya negosiasi kepada PT Patra Niaga agar bisa memberikan harga yang sama dengan yang diberikan kepada PT BA melalui Mind ID; / Conducting negotiation efforts to PT Patra Niaga so that they can provide the same price as that given to PT BA through Mind ID;</li> <li>Pendekatan strategis kepada Pemerintah dalam hal ini Kementerian BUMN dimana diupayakan penerapan harga BBM batubara di KAI sama dengan yang diterapkan pada PT BA. / Strategic approach to the Government in this case the Ministry of SOEs where efforts are made to implement the price of coal fuel at KAI the same as that applied to PT BA.</li> </ol>                                           |          |      |



| No | INHERENT |      | PENJELASAN /<br>DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RENCANA PERLAKUAN RISIKO /<br>RISK TREATMENT PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RESIDUAL |      |
|----|----------|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|
|    | DMP      | PROB |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | DMP      | PROB |
| 8  |          |      | <p><b>Kode Risiko: KE-5 / Risk Code: KE-5</b><br/> <b>Peristiwa Risiko: / Risk Event:</b><br/> Potensi exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024 / Potential exposure of rupiah exchange rate against foreign currency (forex) in 2024 RKAP</p> <p><b>Penyebab: / Cause:</b><br/> Peningkatan kewajiban KAI dalam mata uang asing (valas) yang tidak diimbangi dengan peningkatan Pendapatan KAI dalam mata uang asing (valas). / Increase in KAI's liabilities in foreign currency (forex) which is not balanced by increase in KAI's Revenue in foreign currency (forex).</p> <p><b>Dampak: / Impact:</b><br/> Peningkatan biaya pada RKAP 2024 untuk mencover selisih nilai tukar atas beberapa pembiayaan dalam mata uang asing di tahun 2024 / Increase in costs in 2024 RKAP to cover exchange rate differences for several financing in foreign currency in 2024</p> <p><b>Asumsi Perhitungan Dampak (KE-5): / Impact Calculation Assumption (KE-5):</b><br/> a. Terdapat peningkatan kewajiban KAI dalam mata uang asing yaitu pinjaman CDB untuk pendanaan cost overrun proyek KCJB sebesar USD542.700.000,- dimana pendapatan KAI dalam mata uang asing cenderung tetap, sehingga terdapat kewajiban dalam mata uang asing yang tidak tercover dari <i>natural hedging</i>. pada RKAP 2024 asumsi nilai tukar rupiah terhadap USD adalah USD1 = Rp15.000,- nilai dampak menggunakan asumsi nilai tukar rupiah terhadap USD adalah USD1 = Rp16.000,- / There is an increase in KAI's liabilities in foreign currency, namely CDB loans for financing the cost overrun of the KCJB project of USD542,700,000, - where KAI's revenue in foreign currency tends to remain, so that there are liabilities in foreign currency that are not covered by natural hedging in the 2024 RKAP the assumption of the rupiah exchange rate against the USD is USD1 = Rp15,000 the impact value using the assumption of the rupiah exchange rate against the USD is USD1 = Rp16,000,-<br/> b. Exposure terhadap Pembelian 54 Lokomotif di 2024; / Exposure to the Purchase of 54 Locomotives in 2024;<br/> c. Eksposur terhadap pembelian KRL baru impor. / Exposure to the purchase of new imported KRL.</p> | <p>a. Melakukan upaya peningkatan pendapatan dalam mata uang asing (valas) agar terbentuk <i>natural hedging</i> atas exposure nilai tukar; / Making efforts to increase revenue in foreign currency (forex) to form a natural hedge against exchange rate exposure;<br/> b. Melakukan hedging atas exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024. / Hedging the rupiah exchange rate exposure against foreign currency (forex) in the 2024 RKAP.</p>                                                                                                                                                                                                                    |          |      |
| 9  |          |      | <p><b>Kode Risiko: OP-4 / Risk Code: OP-4</b><br/> <b>Peristiwa Risiko: / Risk Event:</b><br/> Potensi terhentinya operasional KA sementara di jalur angkutan batubara Sumbagsel. / Potential temporary cessation of train operations on the Sumbagsel coal transportation route.</p> <p><b>Penyebab: / Causes:</b><br/> a. <i>Human error</i> yang dilakukan oleh petugas pengoperasian dan perawatan prasarana; / Human error committed by infrastructure operation and maintenance officers;<br/> b. Adanya prasarana eksisting yang sudah tidak andal sehingga mengakibatkan beberapa lokasi di sepanjang jalur yang dilewati oleh angkutan batubara di sumbagsel menjadi rawan terhadap KKA; / Existing infrastructure that is no longer reliable, causing several locations along the route passed by coal transportation in Sumbagsel to be vulnerable to KKA;<br/> c. Masih terdapat beberapa titik rawan akibat gangguan alam di lintas perjalanan KA. / There are still several vulnerable points due to natural disturbances on the train's route.</p> <p><b>Dampak: / Impact:</b><br/> a. Publisitas negatif dan penurunan reputasi perusahaan; / Negative publicity and decline in the company's reputation;<br/> b. Kerugian finansial dari sisi biaya dan <i>opportunity loss</i>. / Financial losses in terms of costs and opportunity loss.</p> <p><b>Asumsi Perhitungan Dampak (OP-4): / Impact Calculation Assumptions (OP-4):</b><br/> Diasumsikan 1 kali anjlokkan yang berpotensi menghentikan operasional KA Sumbagsel selama 1,5 hari dengan maksimal 5 kali anjlokkan. / Assumed 1 derailment that has the potential to stop the Sumbagsel train operation for 1.5 days with a maximum of 5 derailments.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>a. Dilakukan pembinaan dan pengawasan pekerja secara berkala dan intensif; / Conduct regular and intensive employee coaching and supervision;<br/> b. Memastikan perawatan prasarana dilakukan normalisasi perawatan atau reinvestasi sehingga diharapkan keandalan prasarana selalu terjaga; / Ensure that infrastructure maintenance is carried out through maintenance normalization or reinvestment so that infrastructure reliability is expected to always be maintained;<br/> c. Memastikan dengan melakukan pengawasan terhadap prasarana di titik-titik rawan akibat gangguan alam. / Ensure by conducting supervision of infrastructure at points vulnerable to natural disturbances.</p> |          |      |

| Indikator Warna /<br>Color Indicator                                              | Tingkat Dampak Risiko /<br>Risk Impact Level | Tingkat Probabilitas Risiko /<br>Risk Probability Level |
|-----------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------------------------|
|  | Sangat Rendah / Very Low                     | Sangat Jarang Terjadi / Very Rare                       |
|  | Rendah / Low                                 | Jarang Terjadi / Rare                                   |
|  | Moderat / Moderate                           | Bisa Terjadi / Likely to Happen                         |
|  | Tinggi / High                                | Sangat Mungkin Terjadi / Very Likely to Happen          |
|  | Sangat Tinggi / Very High                    | Hampir Pasti Terjadi / Most Likely to Happen            |

### Monitoring Pelaksanaan Mitigasi Risiko Utama RKAP 2024

Sebagai bagian dari upaya pemantauan efektivitas pengelolaan risiko, perusahaan melakukan evaluasi terhadap tingkat risiko residual aktual (realisasi) dibandingkan dengan target risiko residual yang telah ditetapkan untuk periode Tahun 2024. Evaluasi ini bertujuan untuk mengetahui sejauh mana upaya mitigasi yang telah dilakukan berhasil menurunkan tingkat risiko sesuai dengan sasaran yang diharapkan, serta mengidentifikasi adanya deviasi yang memerlukan perhatian dan tindak lanjut lebih lanjut. Penilaian dilakukan berdasarkan dua parameter utama, yaitu dampak (impact) dan probabilitas (likelihood) dari masing-masing peristiwa risiko. Kedua parameter tersebut kemudian digunakan untuk menghitung skala risiko residual total, baik dari sisi skoring maupun nilai finansialnya dalam bentuk eksposur risiko. Dengan melakukan perbandingan antara realisasi dan target ini, perusahaan dapat secara objektif menilai efektivitas tindakan mitigasi yang telah diimplementasikan serta merumuskan strategi penguatan ke depan apabila diperlukan. Data kuantitatif dan kualitatif yang digunakan dalam evaluasi ini juga menjadi dasar dalam menyusun rekomendasi untuk peningkatan proses pengendalian risiko di periode selanjutnya.

Adapun rincian perbandingan realisasi dan target risiko residual untuk periode tahun 2024 disajikan dalam tabel berikut:

### Monitoring Implementation of 2023 RKAP Main Risk Mitigation

As part of the effort to monitor the effectiveness of risk management, the company evaluates the actual residual risk level (realization) compared to the residual risk target that has been set for the 2024 period. This evaluation aims to determine the extent to which the mitigation efforts that have been carried out have succeeded in reducing the risk level in accordance with the expected targets, as well as identifying deviations that require further attention and follow-up. The assessment is carried out based on two main parameters, namely the impact and probability of each risk event. These two parameters are then used to calculate the total residual risk scale, both in terms of scoring and its financial value in the form of risk exposure. By comparing the realization and target, the company can objectively assess the effectiveness of the mitigation actions that have been implemented and formulate future strengthening strategies if necessary. The quantitative and qualitative data used in this evaluation also form the basis for compiling recommendations for improving the risk control process in the following period.

The details of the comparison of realization and residual risk targets for the 2024 period are presented in the following table:

| No | Peristiwa Risiko / Risk Event                                                                                                                                                                                                                                               | Skala Risiko Residual Tahun 2024 /<br>Residual Risk Scale in 2024 |      |                               |      |                                             |      | Nilai Risiko Residual<br>Tahun 2024 / Residual Risk Value<br>In 2024 |       |                                       |      | Exposure Risiko<br>Tahun 2024<br>(Miliar) / Risk<br>Exposure in<br>2024 (billion) |      |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------|-------------------------------|------|---------------------------------------------|------|----------------------------------------------------------------------|-------|---------------------------------------|------|-----------------------------------------------------------------------------------|------|
|    |                                                                                                                                                                                                                                                                             | Dampak /<br>Impact                                                |      | Probabilitas<br>/ Probability |      | Skala Risiko<br>Total / Total<br>Risk Scale |      | Dampak<br>(Miliar) / Impact<br>(billion)                             |       | Probabilitas (%)<br>/ Probability (%) |      | Target                                                                            | Real |
|    |                                                                                                                                                                                                                                                                             | Target                                                            | Real | Target                        | Real | Target                                      | Real | Target                                                               | Real  | Target                                | Real |                                                                                   |      |
| 1  | Potensi kebutuhan CDS yang ditanggung perusahaan melebihi dana sinking fund yang dianggarkan / The potential CDS needs borne by the company exceed the budgeted sinking fund.                                                                                               | 2                                                                 | 2    | 1                             | 1    | 5                                           | 5    | 227,8                                                                | 227,8 | 20%                                   | 10%  | 45,6                                                                              | 22,8 |
| 2  | Potensi risiko biaya TAC pada RKAP 2024 melebihi biaya yang sudah dianggarkan di RKAP karena PMK/138 tidak terbit di tahun 2024 / The potential risk of TAC costs in the 2024 RKAP exceeding the costs already budgeted in the RKAP because PMK/138 was not issued in 2024. | 3                                                                 | 1    | 1                             | 1    | 10                                          | 1    | 500                                                                  | 30    | 10%                                   | 5%   | 50                                                                                | 1,5  |

| No | Peristiwa Risiko / Risk Event                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Skala Risiko Residual Tahun 2024 /<br>Residual Risk Scale in 2024 |      |                               |      |                                             |      | Nilai Risiko Residual<br>Tahun 2024 / Residual Risk Value<br>In 2024 |       |                                       |      | Exposure Risiko<br>Tahun 2024<br>(Miliar) / Risk<br>Exposure in<br>2024 (billion) |      |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------|-------------------------------|------|---------------------------------------------|------|----------------------------------------------------------------------|-------|---------------------------------------|------|-----------------------------------------------------------------------------------|------|
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Dampak /<br>Impact                                                |      | Probabilitas<br>/ Probability |      | Skala Risiko<br>Total / Total<br>Risk Scale |      | Dampak<br>(Miliar) / Impact<br>(billion)                             |       | Probabilitas (%)<br>/ Probability (%) |      | Target                                                                            | Real |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Target                                                            | Real | Target                        | Real | Target                                      | Real | Target                                                               | Real  | Target                                | Real |                                                                                   |      |
| 3  | Potensi risiko tidak dipenuhinya Penyertaan Modal Negara (PMN) senilai Rp2 Triliun yang akan digunakan sebagai tambahan setoran modal (ekuitas) kepada PT KCI sebagai pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit / The potential risk of not fulfilling the State Capital Participation (PMN) worth IDR 2 trillion which will be used as additional capital deposits (equity) to PT KCI to fulfill the need for capex financing for the procurement of new and retrofitted KRL facilities. | 4                                                                 | 1    | 1                             | 1    | 15                                          | 1    | 1.600                                                                | 0     | 5%                                    | 1%   | 80                                                                                | 0    |
| 4  | Potensi nilai kompensasi Pemerintah atas IMO yang diterima KAI tidak sesuai kebutuhan Perusahaan untuk menutup biaya perawatan dan pengoperasian Prasarana / The potential value of the Government's compensation for the IMO received by KAI does not meet the Company's needs to cover the costs of maintaining and operating the infrastructure.                                                                                                                                                                              | 4                                                                 | 3    | 1                             | 1    | 15                                          | 10   | 1.989                                                                | 1.000 | 5%                                    | 5%   | 99,5                                                                              | 50   |
| 5  | Potensi ketidakmampuan mitra swasta dalam memenuhi target kapasitas angkut yang telah disepakati / Potential inability of private partners to meet agreed transport capacity targets                                                                                                                                                                                                                                                                                                                                             | 2                                                                 | 1    | 1                             | 1    | 5                                           | 1    | 484                                                                  | 100   | 20%                                   | 5%   | 96,8                                                                              | 5    |
| 6  | Potensi frekuensi perjalanan LRT Jabodebek lebih sedikit dibandingkan dengan proyeksi pada Feasibility Studi (FS) awal / The potential frequency of Jabodebek LRT trips is less compared to projections in the initial Feasibility Study (FS).                                                                                                                                                                                                                                                                                   | 1                                                                 | 1    | 2                             | 2    | 2                                           | 2    | 157                                                                  | 50    | 25%                                   | 10%  | 39,3                                                                              | 5    |
| 7  | Potensi tidak terjadi kesepakatan perhitungan BBM surcharge antara PT BA dengan PT KAI / Potential for no agreement on fuel surcharge calculations between PT BA and PT KAI                                                                                                                                                                                                                                                                                                                                                      | 1                                                                 | 1    | 2                             | 2    | 2                                           | 2    | 56,6                                                                 | 56,6  | 25%                                   | 20%  | 14                                                                                | 11   |
| 8  | Potensi exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024 / Potential exposure of the rupiah exchange rate to foreign currencies (forex) in the 2024 RKAP                                                                                                                                                                                                                                                                                                                                              | 1                                                                 | 1    | 2                             | 2    | 2                                           | 2    | 24                                                                   | 10    | 5%                                    | 3%   | 1,2                                                                               | 0,3  |
| 9  | Potensi terhentinya operasional KA sementara di jalur angkutan batubara Sumbagsel / Potential temporary cessation of train operations on the Sumbagsel coal transportation route                                                                                                                                                                                                                                                                                                                                                 | 2                                                                 | 2    | 1                             | 1    | 5                                           | 5    | 64,6                                                                 | 50    | 10%                                   | 10%  | 6,5                                                                               | 5    |

#### Penilaian Efektivitas Perlakuan Risiko Tahun 2024

Penilaian efektivitas perlakuan risiko dilakukan untuk mengevaluasi sejauh mana tindakan mitigasi yang telah dilaksanakan mampu menurunkan tingkat eksposur risiko sesuai dengan target yang telah ditetapkan. Evaluasi ini mencakup perbandingan antara eksposur risiko yang ditargetkan dengan realisasi aktual (*actual exposure*) selama tahun 2024.

Parameter yang digunakan dalam penilaian mencakup nilai eksposur risiko (dalam satuan miliar rupiah), baik sebelum maupun sesudah tindakan mitigasi, serta kesesuaian terhadap hasil yang diharapkan. Efektivitas mitigasi kemudian dikategorikan ke dalam beberapa kriteria, seperti "Efektif", "Cukup Efektif", atau "Tidak Efektif", berdasarkan perbandingan tersebut. Penilaian ini tidak hanya menjadi alat

#### Risk Treatment Effectiveness Assessment in 2024

The assessment of risk treatment effectiveness is carried out to evaluate the extent to which the mitigation actions that have been implemented are able to reduce the level of risk exposure in accordance with the targets that have been set. This evaluation includes a comparison between the targeted risk exposure and the actual realization during 2024.

The parameters used in the assessment include the risk exposure value (in billions of rupiah), both before and after the mitigation action, as well as the suitability of the expected results. Mitigation effectiveness is then categorized into several criteria, such as "Effective", "Quite Effective", or "Ineffective", based on this comparison. This assessment is not only a measuring tool for the success of

ukur keberhasilan penanganan risiko, tetapi juga menjadi dasar untuk melakukan penyesuaian strategi pengelolaan risiko ke depan, termasuk perbaikan pada desain mitigasi atau penguatan implementasi di lapangan.

Rekapitulasi hasil penilaian efektivitas perlakuan risiko sampai dengan akhir Tahun 2024 disajikan dalam tabel berikut:

risk management, but also a basis for making adjustments to future risk management strategies, including improvements to mitigation design or strengthening implementation in the field.

A recapitulation of the results of the risk treatment effectiveness assessment until the end of 2024 is presented in the following table:

| No | Peristiwa Risiko / Risk Event                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Exposure Risiko Tahun 2024 (Miliar) / Risk Exposure in 2024 (billion) |      | Penilaian Efektivitas Perlakuan Risiko / Assessment of Risk Treatment Effectiveness |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------|-------------------------------------------------------------------------------------|
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Target                                                                | Real |                                                                                     |
| 1  | Potensi kebutuhan CDS yang ditanggung perusahaan melebihi dana sinking fund yang dianggarkan / The potential CDS needs borne by the company exceed the budgeted sinking fund.                                                                                                                                                                                                                                                                                                                                                  | 45,6                                                                  | 22,8 | Efektif / Effective                                                                 |
| 2  | Potensi risiko biaya TAC pada RKAP 2024 melebihi biaya yang sudah dianggarkan di RKAP / Potential risk of TAC costs in the 2024 RKAP exceeding costs already budgeted in the RKAP                                                                                                                                                                                                                                                                                                                                              | 50                                                                    | 1,5  | Efektif / Effective                                                                 |
| 3  | Potensi risiko tidak dipenuhinya Penyertaan Modal Negara (PMN) senilai Rp2 Triliun yang akan digunakan sebagai tambahan setoran modal (ekuitas) kepada PT KCI sebagai pemenuhan kebutuhan pembiayaan capex atas pengadaan sarana KRL baru dan retrofit / The potential risk of not fulfilling the State Capital Participation (PMN) worth Rp2 trillion which will be used as additional capital deposits (equity) to PT KCI to fulfill the need for capex financing for the procurement of new and retrofitted KRL facilities. | 80                                                                    | 0    | Efektif / Effective                                                                 |
| 4  | Potensi nilai kompensasi Pemerintah atas IMO yang diterima KAI tidak sesuai kebutuhan Perusahaan untuk menutup biaya perawatan dan pengoperasian Prasarana / The potential value of the Government's compensation for the IMO received by KAI does not meet the Company's needs to cover the costs of maintaining and operating the infrastructure.                                                                                                                                                                            | 99,5                                                                  | 50   | Efektif / Effective                                                                 |
| 5  | Potensi ketidakmampuan mitra swasta dalam memenuhi target kapasitas angkut yang telah disepakati / Potential inability of private partners to meet agreed transport capacity targets                                                                                                                                                                                                                                                                                                                                           | 96,8                                                                  | 5    | Efektif / Effective                                                                 |
| 6  | Potensi frekuensi perjalanan LRT Jabodebek lebih sedikit dibandingkan dengan proyeksi pada Feasibility Studi (FS) awal / The potential frequency of Jabodebek LRT trips is less compared to projections in the initial Feasibility Study (FS).                                                                                                                                                                                                                                                                                 | 39,3                                                                  | 5    | Efektif / Effective                                                                 |
| 7  | Potensi tidak terjadi kesepakatan perhitungan BBM surcharge antara PT BA dengan PT KAI / Potential for no agreement on fuel surcharge calculations between PT BA and PT KAI                                                                                                                                                                                                                                                                                                                                                    | 14                                                                    | 11   | Efektif / Effective                                                                 |
| 8  | Potensi exposure nilai tukar rupiah terhadap mata uang asing (valas) pada RKAP 2024 / Potential exposure of the rupiah exchange rate to foreign currencies (forex) in the 2024 RKAP                                                                                                                                                                                                                                                                                                                                            | 1,2                                                                   | 0,3  | Efektif / Effective                                                                 |
| 9  | Potensi terhentinya operasional KA sementara di jalur angkutan batubara Sumbagsel / Potential temporary cessation of train operations on the Sumbagsel coal transportation route                                                                                                                                                                                                                                                                                                                                               | 6,5                                                                   | 5    | Efektif / Effective                                                                 |

### PETA RISIKO UTAMA PERUSAHAAN TRIWULAN I TAHUN 2025

Untuk memberikan visualisasi yang lebih komprehensif terhadap posisi risiko utama perusahaan, dilakukan pemetaan terhadap seluruh risiko berdasarkan dua parameter utama, yaitu tingkat probabilitas (kemungkinan terjadinya) dan dampak (besarnya konsekuensi jika terjadi). Peta risiko ini disusun menggunakan pendekatan matriks 5x5 yang mencerminkan tingkat keparahan risiko dari skala rendah hingga sangat tinggi.

### THE COMPANY'S MAIN RISK MAP IN THE FIRST QUARTER OF 2025

To provide a clearer visualization of the company's primary risk position, we have conducted a mapping of all risks based on two key parameters: the level of probability (likelihood of occurrence) and impact (magnitude of consequences if the risk occurs). This risk map utilizes a 5x5 matrix approach, which reflects the severity of the risks, ranging from low to very high.

Adapun visualisasi lengkap atas pemetaan risiko utama perusahaan pada tahun 2024 disajikan dalam tabel berikut:

The complete visualization of the company's main risk mapping for 2024 is presented in the table below:

| PROBABILITAS / PROBABILITY | Hampir Pasti Terjadi / Most Likely to Occur<br>5   | 7                             | 12                | 17                      | 22                 | 25                             |
|----------------------------|----------------------------------------------------|-------------------------------|-------------------|-------------------------|--------------------|--------------------------------|
|                            | Sangat Mungkin Terjadi / Very Likely to Occur<br>4 | 4                             | 9                 | 14<br>OP-3              | 19                 | 24<br>KE-1 OP-2                |
|                            | Bisa Terjadi / Likely to Occur<br>3                | 3                             | 8                 | 13<br>KE-5 OP-4         | 18                 | 23<br>KE-3 KE-4 OP-1           |
|                            | Jarang Terjadi / Rarely Occur<br>2                 | 2<br>OP-2 OP-3 KE-5           | 6                 | 11                      | 16                 | 21                             |
|                            | Sangat Jarang Terjadi / Very Rarely Occur<br>1     | 1<br>KE-2 KE-3 OP-1           | 5<br>KE-1 OP-4    | 10<br>KE-4              | 15                 | 20                             |
| Inherent Risk 2024         |                                                    | Sangat Rendah / Very Low<br>1 | Rendah / Low<br>2 | Moderat / Moderate<br>3 | Tinggi / High<br>4 | Sangat Tinggi / Very High<br>5 |
| Residual Risk 2024         |                                                    | DAMPAK / IMPACT               |                   |                         |                    |                                |

### MATURITAS MANAJEMEN RISIKO

Pada tahun 2024 dilakukan pengukuran indeks maturitas risiko atau *Risk Maturity Index* (RMI) penerapan sistem manajemen risiko untuk periode tahun 2023 oleh Kantor Perwakilan Pengawas Keuangan dan Pembangunan (BPKP) Provinsi Jawa Barat. Berdasarkan Laporan Hasil Penilaian Risk Maturity Index pada PT Kereta Api Indonesia (Persero) Tahun 2023 Nomor: PE.09.03/LHP-592/PW10/4.1/2024 hasil pengukuran atas tingkat maturitas penerapan manajemen risiko PT Kereta Api Indonesia (Persero) berada di Fase Praktik Yang Baik (*Good Practice Phase*) dengan skor sebesar 2,98.

### RISK MANAGEMENT MATURITY

In 2024, the Risk Maturity Index (RMI) was assessed by the Representative Office of the Financial and Development Supervisory Agency (BPKP) of West Java Province for the implementation of the risk management system during 2023. According to the Risk Maturity Index Assessment Results Report for PT Kereta Api Indonesia (Persero) in 2023 (Report No. PE.09.03/LHP-592/PW10/4.1/2024), the maturity level of the risk management implementation at PT Kereta Api Indonesia (Persero) is categorized as Good Practice, with a score of 2.98.

### EVALUASI ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Dalam rangka mendukung peningkatan kualitas penerapan manajemen risiko yang efektif, adaptif, dan mampu memberikan perlindungan serta menciptakan nilai bagi perusahaan, dilakukan penilaian peringkat komposit risiko secara berkala. Penilaian ini dilaksanakan melalui mekanisme self-assessment, sesuai ketentuan dalam Petunjuk Teknis Pelaporan Manajemen Risiko BUMN yang diatur dalam Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN No. SK-7/DKU.MBU/10/2023.

### EVALUATION OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

To enhance the quality of effective and adaptive risk management that can protect and create value for the company, a periodic risk composite rating assessment is conducted. This assessment employs a self-assessment mechanism in accordance with the Technical Instructions for Reporting State-Owned Enterprises (SOE) Risk Management, as outlined in the Decree of the Deputy for Finance and Risk Management of the Ministry of SOEs No. SK-7/DKU.MBU/10/2023.

Perhitungan peringkat komposit risiko mencakup dua dimensi utama:

1. Kualitas Penerapan Manajemen Risiko, yang mencerminkan efektivitas proses dan tata kelola risiko yang diterapkan perusahaan.
2. Kinerja Risiko terhadap Target Perusahaan, yaitu tingkat kontribusi manajemen risiko dalam mendukung pencapaian sasaran kinerja strategis.

The composite risk rating calculation focuses on two main dimensions:

1. Quality of Risk Management Implementation, which reflects the effectiveness of the risk processes and governance employed by the company.
2. Risk Performance to Company Targets, which is the contribution of risk management to achieving strategic performance targets.



Pada Triwulan I Tahun 2025, perusahaan telah melaksanakan proses penilaian terhadap kedua dimensi tersebut untuk memperoleh gambaran menyeluruh atas posisi tingkat maturitas dan efektivitas pengelolaan risiko yang ada.

### 1. Pembobotan Indikator Kualitas Penerapan Manajemen Risiko

Perhitungan atas indikator kualitas penerapan manajemen risiko dilakukan dengan mengacu pada 9 risiko utama yang telah ditetapkan dalam RKAP Tahun 2024. Berdasarkan hasil evaluasi, skor akhir kualitas penerapan manajemen risiko perusahaan untuk periode Tahun 2024 berada pada **kategori "Satisfactory"** dengan nilai skor sebesar **87,3**. Skor ini memberikan gambaran awal bagi perusahaan dalam menetapkan langkah perbaikan berkelanjutan, khususnya untuk meningkatkan kualitas tata kelola risiko ke jenjang yang lebih optimal di tahun-tahun berikutnya.

Rincian hasil pembobotan indikator tersebut disajikan dalam Tabel berikut.

| No                    | Indikator / Indicator                                                                                                                                            | Bobot / Value | Hasil Penilaian / Assessment Result | Skor Penilaian / Assessment Score |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------|-----------------------------------|
| 1                     | Pencapaian Nilai Eksposur Risiko dibandingkan dengan target Risiko Residual / Achievement of Risk Exposure Values compared to Residual Risk Targets              | 30%           | 90                                  | 27                                |
| 2                     | Pencapaian output pelaksanaan kegiatan perlakuan Risiko sesuai dengan target / Achievement of risk treatment activity outputs in accordance with the target      | 20%           | 86,7                                | 17,3                              |
| 3                     | Realisasi anggaran pelaksanaan kegiatan perlakuan Risiko sesuai dengan anggaran / Budget realization for risk treatment activities in accordance with the budget | 20%           | 80                                  | 16                                |
| 4                     | Ketepatan Penilaian Risiko / Accuracy of Risk Assessment                                                                                                         | 30%           | 90                                  | 27                                |
| <b>Jumlah / Total</b> |                                                                                                                                                                  |               |                                     | <b>87,3</b>                       |

In the first quarter of 2025, the company conducted an assessment for both dimensions to gain a comprehensive understanding of the maturity level and effectiveness of the existing risk management practices.

### 1. Weighting of Risk Management Implementation Quality Indicators

The evaluation of risk management implementation quality indicators is based on the nine primary risks defined in the 2024 RKAP (Annual Work Plan and Budget). The results of this evaluation reveal that the company's final score for risk management implementation quality in 2024 is in the **"Satisfactory"** category, with a score of **87.3**. This score serves as a valuable baseline for the company to identify areas for continuous improvement, particularly in enhancing the quality of risk governance to achieve a more optimal level in the coming years.

Detailed results of the indicator weighting are presented in the following table.

### 2. Pembobotan Indikator Pencapaian Kinerja

Pembobotan indikator pencapaian kinerja perusahaan pada Triwulan I 2025 menggunakan data yang ditarik per minggu ketiga bulan April 2025. Adapun pada Triwulan I 2025 skor penilaian kinerja pada level **"cukup"** dengan nilai sebesar 87.

### 2. Weighting of Performance Achievement Indicators

The weighting of the company's performance achievement indicators for the first quarter of 2025 is based on data collected during the third week of April 2025. In this quarter, the performance assessment score was categorized as "sufficient," with a value of 87.

| No                    | Indikator / Indicator                                                                       | Bobot / Value | Hasil Penilaian / Assessment Result | Skor Penilaian / Assessment Score |
|-----------------------|---------------------------------------------------------------------------------------------|---------------|-------------------------------------|-----------------------------------|
| 1                     | Capaian KPI Kolegal / Collegial KPI Achievement                                             | 30%           | 100                                 | 30                                |
| 2                     | Capaian Kinerja Keuangan / Financial Performance Achievements                               | 30%           | 93                                  | 27,75                             |
| 3                     | Capaian Kinerja Operasi/Produksi Utama / Main Operation/Production Performance Achievements | 40%           | 100                                 | 40                                |
| <b>Jumlah / Total</b> |                                                                                             |               |                                     | <b>97,75</b>                      |

### 3. Matrik Peringkat Komposit Risiko

Hasil pemetaan menunjukkan bahwa perusahaan pada Tahun 2024 berada pada **peringkat risiko ke-1**, dengan interpretasi sebagai berikut:

*"Risiko terkendali sangat baik dan kemungkinan tidak tercapainya target kinerja tergolong sangat rendah"*

Peringkat ini mencerminkan bahwa secara umum, pengendalian risiko perusahaan berada pada tingkat yang sangat baik, sehingga kinerja yang dituju dapat tercapai sesuai dengan yang diprogramkan.

Peringkat ke-1 ini juga menunjukkan bahwa kapabilitas pengelolaan risiko perusahaan telah memenuhi yang apa yang telah ditetapkan oleh pemegang saham, hasil ini perlu dijaga diharapkan perusahaan dapat memperkuat sinergi antar lini pengendalian dan mendorong tata kelola risiko yang lebih terintegrasi, selaras dengan ekspektasi regulator dan kebutuhan strategis perusahaan secara berkelanjutan.

### 3. Risk Composite Rating Matrix

The mapping results indicate that the company is **ranked 1st in risk** for 2024, with the following interpretation:

*"The risk is very well controlled, and the likelihood of not achieving the performance target is very low."*

This rating reflects that the company's risk control measures are at an exceptionally high level, ensuring that targeted performance can be achieved as planned.

The 1<sup>st</sup> place ranking also signifies that the company's risk management capabilities have met the expectations set by shareholders. It is important to maintain these results, and the company should focus on strengthening synergy between control lines while promoting more integrated risk governance. This approach aligns with regulatory expectations and the ongoing strategic needs of the company.

| Kinerja / Performance  | Kualitas Penerapan Manajemen Risiko / Risk Management Implementation Quality |                                                                                       |      |          |                |
|------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------|----------|----------------|
|                        | Strong                                                                       | Satisfactory                                                                          | Fair | Marginal | Unsatisfactory |
| Sangat Baik / Strong   | 1                                                                            |  1 | 2    | 3        | 3              |
| Baik / Satisfactory    | 1                                                                            | 2                                                                                     | 2    | 3        | 4              |
| Cukup / Fair           | 2                                                                            | 2                                                                                     | 3    | 4        | 4              |
| Kurang / Marginal      | 2                                                                            | 3                                                                                     | 4    | 4        | 5              |
| Buruk / Unsatisfactory | 3                                                                            | 3                                                                                     | 4    | 5        | 5              |

#### PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Di tahun 2024, Dewan Komisaris dan Direksi menyatakan bahwa sistem manajemen risiko Perseroan berjalan dengan baik dan efektif. Dalam implementasinya, Dewan Komisaris melalui Komite Pemantau Manajemen Risiko senantiasa melakukan evaluasi atas pelaksanaan Enterprise Risk Management yang selanjutnya menjadi bahan arahan kepada Direksi. Berdasarkan arahan dari Dewan Komisaris, Direksi menindaklanjuti hasil evaluasi dalam rangka meningkatkan efektivitas pelaksanaan Enterprise Risk Management.

#### STATEMENT BY THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

In 2024, the Board of Commissioners and Board of Directors stated that the Company's risk management system ran well and effectively. In its implementation, the Board of Commissioners through the Risk Management Monitoring Committee continually evaluates the implementation of Enterprise Risk Management, which then serves as guidance for the Board of Directors. Based on the guidance from the Board of Commissioners, the Board of Directors follows up on the evaluation results to enhance the effectiveness of Enterprise Risk Management implementation.

## Kebijakan dan Praktik Anti-Korupsi [GRI 3-3, 205]

*Anti-Corruption Policies and Practices [GRI 3-3, 205]*

KAI memahami bahwa kebijakan dan praktik anti-korupsi memiliki peran penting terhadap kualitas keberlangsungan kegiatan usaha, dan karenanya, KAI berkomitmen secara konsisten menjalankan bisnis secara jujur, beretika, serta tidak mentoleransi tindakan suap dan korupsi melalui gerakan:

“KAI Bersih, Bebas Suap, Bebas Korupsi, untuk Indonesia!”

Gerakan “KAI Bersih, Bebas Suap, Bebas Korupsi, untuk Indonesia!” dilandasi dengan kebijakan anti-korupsi yang secara efektif telah diterapkan sebagai upaya mencegah dan memberantas tindak korupsi antara lain berupa kebijakan Sistem Manajemen Anti Penyuapan, Pedoman Pengendalian Gratifikasi, Pedoman Perilaku (*Code of Ethic*), serta Pedoman Sistem Pelaporan Dugaan Pelanggaran (*Whistle Blowing System/ WBS*).

Dalam rangka mengimplementasikan SMAP, Perseroan telah menerbitkan Peraturan Direksi Nomor PER.U/KC.202/IV/1/KA-2020 tanggal 14 April 2020 tentang Sistem Manajemen Anti Penyuapan. Selain itu, Perseroan juga menetapkan pembentukan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) melalui Surat Keputusan Direksi Nomor SK.U/KO.101/XI/1/KA-2022, yang mengacu pada ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan.

Penerapan SMAP dilakukan dengan prinsip zero tolerance terhadap segala bentuk penyuapan. Perseroan secara tegas melarang tindakan suap dan korupsi dalam bentuk apa pun. Lebih dari itu, SMAP bertujuan untuk membangun budaya integritas, serta mencegah terjadinya penyuapan dan tindak pidana korupsi lainnya. Kebijakan SMAP menjadi pedoman langkah-langkah wajar dan proporsional dalam upaya pencegahan, deteksi, dan penanganan terhadap potensi penyuapan.

Melalui penerapan kebijakan ini, Perseroan berkomitmen untuk menjalankan bisnis dan operasional dengan penuh integritas setiap saat. Tidak ada toleransi bagi praktik korupsi atau penyuapan, sejalan dengan komitmen Perseroan dalam membangun budaya AKHLAK demi mewujudkan KAI yang bersih, bebas suap, dan bebas korupsi.

KAI understands that anti-corruption policies and practices have an important role in the quality of business continuity, and therefore, KAI is committed to consistently running business honestly, ethically, and not tolerating acts of bribery and corruption through the movement:

“Clean, Bribery-Free, Corruption-Free KAI, for Indonesia!”

The movement “Clean KAI, Bribery Free, Corruption Free, for Indonesia!” is based on an anti-corruption policy which has been effectively implemented as an effort to prevent and eradicate acts of corruption, including in the form of an Anti-Bribery Management System policy, Gratuity Control Guidelines, Code of Conduct (*Code of Ethics*), as well as Guidelines for the System for Reporting Alleged Violations (*Whistleblowing System/ WBS*).

In order to implement SMAP, the Company has issued Board of Directors Regulation Number PER.U/KC.202/IV/1/KA-2020 dated April 14, 2020 concerning the Anti-Bribery Management System. In addition, the Company has also established the formation of the Anti-Bribery Compliance Function Team (FKAP) through Board of Directors Decree Number SK.U/KO.101/XI/1/KA-2022, which refers to ISO 37001:2016 concerning the Anti-Bribery Management System.

The implementation of SMAP is carried out with the principle of zero tolerance towards all forms of bribery. The Company strictly prohibits bribery and corruption in any form. Moreover, SMAP aims to build a culture of integrity, as well as prevent bribery and other criminal acts of corruption. The SMAP policy serves as a guideline for reasonable and proportional steps in efforts to prevent, detect, and handle potential bribery.

Through the implementation of this policy, the Company is committed to running its business and operations with full integrity at all times. There is no tolerance for corruption or bribery practices, in line with the Company's commitment to building an AKHLAK culture in order to realize a clean, bribe-free, and corruption-free KAI.

Pada tahun 2024, program implementasi SMAP ISO 37001:2016 di Perusahaan meliputi audit internal di Kantor Pusat Perseroan, Divisi Regional III Palembang, Daerah Operasi 3 Cirebon dan Balai Yasa Manggarai, dilanjut dengan Pelaksanaan Surveillance ke-2 di bulan September 2024. Waktu pelaksanaan audit internal maupun eksternal tertuang dalam tabel berikut:

In 2024, the SMAP ISO 37001:2016 implementation program in the Company includes internal audits at the Company's Head Office, Regional Division III Palembang, Operational Area 3 Cirebon and Balai Yasa Manggarai, followed by the 2nd Surveillance Implementation in September 2024. The time for implementing internal and external audits is stated in the following table:

**Tabel Waktu Pelaksanaan Audit SMAP ISO 37001:2016 Tahun 2024**

**ISO 37001:2016 SMAP Audit Implementation Timetable for 2024**

| No                                                                                                    | Entitas/Unit /<br>Entity/Unit                         | Tanggal Audit Internal /<br>Internal Audit Date              | Tanggal Audit Eksternal /<br>External Audit Date |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------|
| <b>Kantor Pusat / Head Office</b>                                                                     |                                                       |                                                              |                                                  |
| 1                                                                                                     | USP, UIS, USS                                         | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 2                                                                                                     | CFS, TJJP, TSSP                                       | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 3                                                                                                     | SKO, SNNB, SSS                                        | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 4                                                                                                     | OMR, RRP                                              | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 5                                                                                                     | MTR, MCD, MCA                                         | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 6                                                                                                     | PNP, KCW, KID                                         | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 7                                                                                                     | KRD, KLU                                              | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 8                                                                                                     | USQ                                                   | 20-21 Juni 2024 /<br>June 20-21, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| <b>Daerah Operasi/Divisi Regional/Balai Yasa / Operatinal Area/Regional Division/Railway Workshop</b> |                                                       |                                                              |                                                  |
| 9                                                                                                     | Divre III Palembang / Palembang III Regional Division | 20-29 Juni 2024 /<br>June 20-29, 2024                        | 9-11 September 2024 /<br>September 9-11, 2024    |
| 10                                                                                                    | Balai Yasa Manggarai / Manggarai Railway Workshop     | 23 Januari-1 Februari 2024 /<br>January 23- February 1, 2024 | 12-13 September 2024 /<br>September 12-13, 2024  |
| 11                                                                                                    | Daop 3 Cirebon / Cirebon 3 Operational Area           | 19-28 Februari 2024 /<br>February 19-28, 2024                | 19-28 Februari 2024 /<br>February 19-28, 2024    |

Berdasarkan pelaksanaan audit internal SMAP ISO 37001 di Kantor Pusat Perseroan, Daop 3 Cirebon, Divre III Palembang dan Balai Yasa Manggarai, terdapat 0 ketidaksesuaian major, 0 ketidaksesuaian minor, 0 ketidaksesuaian bersifat OBS, dan 14 ketidaksesuaian bersifat OFI. Tabel rekapitulasi ketidaksesuaian tersaji dalam tabel berikut:

Based on the implementation of the internal audit of SMAP ISO 37001 at the Company's Head Office, Cirebon 3 Operational Area, Palembang III Regional Division and Manggarai Railway Workshop, there were 0 major non-conformities, 0 minor non-conformities, 0 OBS non-conformities, and 14 OFI non-conformities. The recapitulation table of non-conformities is presented in the following table:

**Tabel Hasil Audit Internal SMAP 37001:2016 Tahun 2024**

**Table of SMAP 37001:2016 Internal Audit Results for 2024**

| No           | Entitas /<br>Entity                                   | Ketidaksesuaian / Mismatch |          |          |          | Jumlah /<br>Total |
|--------------|-------------------------------------------------------|----------------------------|----------|----------|----------|-------------------|
|              |                                                       | OFI                        | OBS      | Minor    | Major    |                   |
| 1            | Kantor Pusat / Head Office                            | 6                          | 0        | 0        | 0        | 6                 |
| 2            | Daop 3 Cirebon / Cirebon 3 Operational Area           | 2                          | 0        | 0        | 0        | 2                 |
| 3            | Divre III Palembang / Palembang III Regional Division | 6                          | 0        | 0        | 0        | 6                 |
| 4            | Balai Yasa Manggarai / Manggarai Railway Workshop     | 0                          | 0        | 0        | 0        | 0                 |
| <b>Total</b> |                                                       | <b>14</b>                  | <b>0</b> | <b>0</b> | <b>0</b> | <b>14</b>         |

Kegiatan audit eksternal (*surveillance* ke-2) SMAP ISO 37001:2016 oleh PT Tuv Nord di Kantor Pusat Perseroan, Daop 3 Cirebon, Divre III Palembang dan Balai Yasa Manggarai didapatkan 0 ketidaksesuaian bersifat *major*, 0 ketidaksesuaian bersifat minor, dan 0 ketidaksesuaian bersifat OFI, berikut tabel rekapitulasi ketidaksesuaian audit eksternal (*surveillance* ke-2) SMAP ISO 37001:2016 tersaji dalam tabel berikut:

External audit activities (2nd *surveillance*) SMAP ISO 37001:2016 by PT Tuv Nord at the Company's Head Office, Daop 3 Cirebon, Divre III Palembang and Balai Yasa Manggarai found 0 major non-conformities, 0 minor non-conformities, and 0 OFI non-conformities, the following is a recapitulation table of external audit non-conformities (2nd *surveillance*) SMAP ISO 37001:2016 presented in the following table:

Tabel Hasil Audit Internal SMAP 37001:2016 Tahun 2024

Table of SMAP 37001:2016 Internal Audit Results for 2024

| No           | Entitas / Entity                                      | Ketidaksesuaian / Mismatch |          |          |          | Jumlah / Total |
|--------------|-------------------------------------------------------|----------------------------|----------|----------|----------|----------------|
|              |                                                       | OFI                        | OBS      | Minor    | Major    |                |
| 1            | Kantor Pusat / Head Office                            | 3                          | 0        | 0        | 0        | 3              |
| 2            | Daop 3 Cirebon / Cirebon 3 Operational Area           | 5                          | 0        | 0        | 0        | 5              |
| 3            | Divre III Palembang / Palembang III Regional Division | 5                          | 0        | 0        | 0        | 5              |
| 4            | Balai Yasa Manggarai / Manggarai Railway Workshop     | 2                          | 0        | 0        | 0        | 2              |
| <b>Total</b> |                                                       | <b>15</b>                  | <b>0</b> | <b>0</b> | <b>0</b> | <b>15</b>      |

Sebagai bentuk konkret dari komitmen Anti Korupsi, Perseroan mengembangkan Sistem Pelaporan Dugaan Pelanggaran (*Whistle Blowing System/WBS*) sebagai sarana pelaporan indikasi pelanggaran terkait tindak pidana korupsi dan pelanggaran lain yang berkaitan, termasuk pelanggaran terhadap Pedoman Perilaku/Kode Etik, pelanggaran disiplin pekerja, tindakan diskriminasi, kekerasan, serta pelecehan. Penerapan WBS di lingkungan KAI dimulai pada 24 Februari 2014, melalui Surat Keputusan Direksi No. KEP.U/HK.215/II/2/KA-2014 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistle Blowing System*).

As a concrete manifestation of its commitment to combating corruption, the Company has established a Whistle Blowing System (WBS) to report indications of violations related to corruption and other associated issues. This includes breaches of the Code of Conduct/Ethics, employee discipline violations, as well as acts of discrimination, violence, and harassment. The implementation of the WBS within KAI began on February 24, 2014, with the Decree of the Board of Directors No. KEP.U/HK.215/II/2/KA-2014, which outlines the guidelines for the Whistle Blowing System reporting process.

Kebijakan terkait penanganan pengaduan telah mengalami pemutakhiran, terakhir pada tanggal 12 Januari 2024 melalui Peraturan Direksi Nomor PER.U/KL.104/II/1/KA-2024 tentang Pedoman Penanganan Pengaduan (*Whistle Blowing System*), yang disesuaikan dengan perkembangan bisnis serta peraturan perundang-undangan yang berlaku. KAI menyediakan berbagai media pelaporan bagi Pelapor (*Whistleblower*) untuk menyampaikan indikasi dugaan pelanggaran yang terjadi di lingkungan perusahaan, melalui:

The policy for handling complaints has been updated as of January 12, 2024, through the Regulation of the Board of Directors Number PER.U/KL.104/II/1/KA-2024. This update aligns the WBS guidelines with recent business developments and applicable laws and regulations. KAI offers various reporting channels for whistleblowers to report suspected violations occurring within the company.

|                                                                                                                                       |                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Email                                                                                                                                 | kai-bersih@kai.id                                                                                                                                                                                                                            |
| Telepon, SMS atau Whatsapps / Call, SMS or Whatsapp                                                                                   | 081214455300                                                                                                                                                                                                                                 |
| Surat / Letter                                                                                                                        | <b>Unit Pengelola WBS / WBS Management Unit</b><br>Kantor Pusat PT Kereta Api Indonesia (Persero), Jalan Perintis Kemerdekaan Nomor 1 Bandung / PT Kereta Api Indonesia (Persero) Headquarters, Jalan Perintis Kemerdekaan Number 1, Bandung |
| Tatap muka dengan datang langsung ke alamat Unit Pengelola WBS / Face to face by coming directly to the WBS Management Unit's address |                                                                                                                                                                                                                                              |



Perseroan menunjukkan komitmen yang kuat dalam mendukung upaya Pemerintah memberantas tindak pidana korupsi, salah satunya melalui penandatanganan Perjanjian Kerja Sama (PKS) dengan Komisi Pemberantasan Korupsi (KPK) Nomor 70 Tahun 2021 dan Nomor KL.705/III/2/KA-2021 tanggal 2 Maret 2021 tentang Penanganan Pengaduan dalam Upaya Pemberantasan Tindak Pidana Korupsi. Kerja sama ini mencakup integrasi penanganan pengaduan melalui Whistle Blowing System antara KPK dan KAI, yang bertujuan untuk meningkatkan efektivitas dan efisiensi, mencegah duplikasi penanganan pengaduan, serta mempermudah koordinasi dan monitoring antara kedua institusi.

Perseroan telah menetapkan Peraturan Direksi No. PER.U/KC.202/XI/1KA-2020 tentang Pedoman Pengendalian Gratifikasi. Pedoman ini mengatur kewajiban dan sikap pekerja terhadap penerimaan gratifikasi, serta tata cara pelaporannya. Setiap pekerja yang menerima atau menolak gratifikasi diwajibkan untuk melaporkannya kepada Unit Pengendalian Gratifikasi (UPG) melalui menu E-Gratifikasi pada situs web <https://eoffice.kai.id>. Laporan yang masuk akan diproses secara internal terlebih dahulu oleh UPG sebelum diteruskan kepada KPK untuk proses lebih lanjut. Seluruh laporan gratifikasi disampaikan kepada KPK sebagai wujud kepatuhan KAI terhadap Peraturan KPK No. 2 Tahun 2019 tentang Pelaporan Gratifikasi.

#### **OPERASI-OPERASI YANG DINILAI MEMILIKI RISIKO TERKAIT KORUPSI [GRI 205-1]**

Perseroan berupaya untuk mencegah terjadinya korupsi dengan melakukan kajian risiko terhadap segala potensi terjadinya korupsi di dalam bisnis KAI. Kajian risiko yang termasuk dalam lingkup implementasi Sistem manajemen Anti Penyuapan ISO 37001:2016 dilakukan melalui sampling pada entitas yang meliputi 20 (dua puluh) Unit di Kantor Pusat Perseroan, Daerah Operasi 3 Cirebon, Divisi Regional III Palembang, dan Balai Yasa Manggarai.

Sebagai bagian dari proses evaluasi dan pemantauan risiko secara menyeluruh, KAI telah melakukan kajian terhadap total 129 risiko yang teridentifikasi di seluruh lingkup operasional perusahaan, yang terdiri dari 46 risiko di kantor pusat dan 83 risiko di daerah. Berdasarkan hasil kajian tersebut, ditemukan bahwa 2% dari risiko signifikan berada di kantor pusat dan 5% di wilayah daerah. Secara keseluruhan, proporsi risiko signifikan tersebut mencakup sekitar 4% dari total risiko

The Company is strongly committed to supporting the Government's efforts to eradicate corruption. One of the ways it demonstrates this commitment is through the signing of a Cooperation Agreement (PKS) with the Corruption Eradication Commission (KPK), identified as Number 70 of 2021 and Number KL.705/III/2/KA-2021, dated March 2, 2021. This agreement focuses on handling complaints in efforts to combat corruption. It includes the integration of complaint handling through the Whistle Blowing System between the KPK and KAI. The aim is to enhance effectiveness and efficiency, prevent duplication in complaint handling, and improve coordination and monitoring between the two institutions.

Additionally, the Company has enacted Board of Directors Regulation No. PER.U/KC.202/XI/1KA-2020, which outlines Guidelines for Gratuity Control. These guidelines address employee obligations and attitudes regarding the acceptance of gratuities, as well as the procedures for reporting them. Every employee who receives or declines gratuities is required to report this to the Gratuity Control Unit (UPG) via the E-Gratuity menu on the website <https://eoffice.kai.id>. Incoming reports will be processed internally by the UPG before being forwarded to the KPK for further action. All gratuity reports are submitted to the KPK to ensure compliance with KPK Regulation No. 2 of 2019 regarding Gratuity Reporting.

#### **OPERATIONS ASSESSED TO HAVE RISKS RELATED TO CORRUPTION [GRI 205-1]**

The Company seeks to prevent corruption by conducting a risk assessment of all potential corruption in KAI's business. The risk assessment included in the scope of the implementation of the ISO 37001:2016 Anti-Bribery Management System was conducted through sampling on entities covering 20 (twenty) Units at the Company's Head Office, Operational Area 3 Cirebon, Regional Division III Palembang, and Balai Yasa Manggarai.

As part of the comprehensive risk evaluation and monitoring process, KAI has conducted a review of a total of 129 risks identified throughout the company's operational scope, consisting of 46 risks at the head office and 83 risks in the regions. Based on the results of the study, it was found that 2% of significant risks were at the head office and 5% in the regions. Overall, the proportion of significant risks covers around 4% of the company's total risk. These findings are

perusahaan. Temuan ini menjadi dasar bagi manajemen dalam merumuskan prioritas pengendalian dan langkah mitigasi yang lebih terfokus, guna memperkuat efektivitas pengelolaan risiko di seluruh lini operasional KAI. Guna menurunkan tingkat risiko yang masuk dalam kategori signifikan tersebut, KAI menerapkan rencana mitigasi dengan melakukan hal-hal sebagai berikut:

1. Menetapkan Kebijakan Anti Penyuapan PT Kereta Api Indonesia (Persero) Nomor KC.202/IX/1/KA-2024 tanggal 5 September 2024 yang ditandatangani oleh seluruh jajaran Direksi dan Dewan Komisaris Perseroan.
2. Penandatanganan *Code of Conduct* oleh Seluruh Direksi, Dewan Komisaris, Insan Perseroan dan stakeholder setiap tahun sekali yang memuat kewajiban untuk:
  - a. Bertindak sesuai pedoman perilaku.
  - b. Menjalankan proses bisnis perusahaan berdasarkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).
  - c. Menghindari aktivitas yang dapat menimbulkan benturan kepentingan.
  - d. Tidak melakukan tindakan penyuapan yaitu menawarkan, menjanjikan, memberikan, menerima, atau meminta keuntungan/sesuatu yang tidak semestinya dalam lingkup pekerjaan.
  - e. Melaporkan setiap pelanggaran yang kami saksikan kepada otoritas yang berwenang atau media *Whistle Blowing System*.
  - f. Menolak dan melaporkan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban.
  - g. Menerima konsekuensi jika melakukan pelanggaran terhadap peraturan perusahaan dan perundang-undangan yang berlaku.
3. Kewajiban bagi seluruh Mitra Bisnis untuk menandatangani Pakta Integritas dan komitmen anti penyuapan pada seluruh proses kerja sama yang dilakukan dengan Perseroan, sesuai dengan standar ISO 37001:2016 Sistem Manajemen Anti Penyuapan yang telah diterapkan di Perseroan.
4. Secara kontinyu melakukan uji kelayakan kepada seluruh Mitra Bisnis yang melakukan kerja sama dengan Perseroan, sesuai dengan standar ISO 37001:2016 Sistem Manajemen Anti Penyuapan yang telah ditetapkan Perseroan.
5. Sosialisasi, diseminasi dan internalisasi tentang antikorupsi secara rutin dan menyeluruh bagi kepada *stakeholders* Perseroan.
6. Berpartisipasi dalam kegiatan HAKORDIA (Hari Anti Korupsi Sedunia) melalui serangkaian acara sebagai berikut:

the basis for management in formulating more focused control priorities and mitigation steps, in order to strengthen the effectiveness of risk management throughout KAI's operational lines. In order to reduce the level of risk that falls into the significant category, KAI implemented a mitigation plan by doing the following:

1. Establishing the Anti-Bribery Policy of PT Kereta Api Indonesia (Persero) Number KC.202/IX/1/KA-2024 dated September 5, 2024, signed by all levels of the Company's Board of Directors and Board of Commissioners.
2. Signing of the Code of Conduct by all Directors, Board of Commissioners, Company Personnel and stakeholders once a year which contains the obligation to:
  - a. Act in accordance with the code of conduct.
  - b. Carry out the company's business processes based on the principles of good corporate governance.
  - c. Avoid activities that can cause conflicts of interest.
  - d. Not committing bribery, namely offering, promising, giving, receiving, or asking for benefits/something that is not appropriate within the scope of work.
  - e. Reporting any violations that we witness to the competent authorities or the Whistle Blowing System media.
  - f. Rejecting and reporting gratuity related to position and contrary to obligations.
  - g. Accepting the consequences if violating company regulations and applicable laws.
3. Obligation for all Business Partners to sign the Integrity Pact and anti-bribery commitment in all cooperation processes carried out with the Company, in accordance with the ISO 37001:2016 Anti-Bribery Management System standard that has been implemented in the Company.
4. Continuously conducting feasibility tests on all Business Partners who cooperate with the Company, in accordance with the ISO 37001:2016 Anti-Bribery Management System standard that has been set by the Company.
5. Routine and comprehensive dissemination, dissemination and internalization of anti-corruption for the Company's stakeholders.
6. Participating in HAKORDIA (World Anti-Corruption Day) activities through a series of events as follows:

- a. KAI Group menggelar Hari Anti Korupsi Sedunia (Hakordia) tahun 2024 di Ruang Auditorium JRC, Jakarta dengan mengundang narasumber dari KPK dan PPATK. Kegiatan yang digelar dalam rangka wujud dukungan KAI menentang tindak korupsi di berbagai lini bisnis perusahaan tersebut, diikuti oleh 550 peserta, yang terdiri dari jajaran BOD dan BOC, Kepala Daerah Operasi dan Divisi Regional, Direksi Anak Perusahaan, CDD, EVP, VP serta jajaran stakeholder KAI lainnya yang tergabung luring dan daring.
- b. KAI Group berkolaborasi mengadakan pameran antikorupsi di Stasiun Pasar Senen Jakarta pada tanggal 25-26 November 2024.
- c. KAI Group berkolaborasi mengadakan pameran antikorupsi di Stasiun Tugu Yogyakarta pada tanggal 28-29 November 2024
- d. Menghadiri Acara puncak peringatan Hakordia tahun 2024 secara daring pada tanggal 9 Desember 2024.

#### KOMUNIKASI DAN PELATIHAN TENTANG KEBIJAKAN DAN PROSEDUR ANTI-KORUPSI [GRI 205-2]

KAI memastikan bahwa seluruh insan KAI telah memahami kebijakan anti-korupsi, pedoman perilaku, benturan kepentingan, anti-fraud, pengendalian gratifikasi, dan *Whistle Blowing System* yang berlaku, dengan secara berkala menyelenggarakan forum komunikasi dan pelatihan terkait kebijakan dan prosedur anti-korupsi meliputi sosialisasi GCG, Anti Gratifikasi, antikorupsi, WBS dan *code of conduct*.

KAI secara berkala memastikan seluruh mitra bisnis memahami kebijakan anti-korupsi. KAI melakukan komunikasi mengenai anti-korupsi kepada seluruh (100%) mitra bisnis KAI, melalui:

1. Penyampaian larangan kepada mitra bisnis untuk memberikan gratifikasi kepada seluruh pekerja KAI pada proses pengadaan barang dan jasa.
2. Seluruh mitra bisnis diwajibkan untuk menandatangani Pakta Integritas;
3. Seluruh mitra bisnis diwajibkan mematuhi kebijakan anti suap yang telah ditetapkan Perseroan.
4. Melakukan uji kelayakan kepada seluruh Mitra Bisnis yang akan melakukan kerja sama dengan Perseroan; dan
5. Mencantumkan pasal berkaitan dengan anti penyuapan dan anti korupsi pada setiap kontrak/ ikatan kerja dengan mitra bisnis Perseroan.

- a. KAI Group held World Anti-Corruption Day(Hakordia) in 2024 at the JRC Auditorium Room, Jakarta by inviting speakers from the KPK and PPATK. The activity, which was held as a form of KAI's support against corruption in various lines of the company's business, was attended by 550 participants, consisting of BOD and BOC ranks, Heads of Operational Areas and Regional Divisions, Directors of Subsidiaries, CDD, EVP, VP and other KAI stakeholders who were offline and online.
- b. KAI Group collaborated to hold an anti-corruption exhibition at Pasar Senen Station, Jakarta on November 25-26, 2024.
- c. KAI Group collaborated to hold an anti-corruption exhibition at Tugu Station, Yogyakarta on November 28-29, 2024
- d. Attending the peak event of the 2024 Hakordia commemoration online on December 9, 2024.

#### COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES [GRI 205-2]

KAI ensures that all KAI personnel understand the anti-corruption policy, code of conduct, conflicts of interest, anti-fraud, gratuity control, and whistleblowing system in force, by regularly holding communication and training forums related to anti-corruption policies and procedures including dissemination of GCG, Anti-Gratuity, Anti-Corruption, WBS and code of conduct.

KAI periodically ensures that all business partners understand the anti-corruption policy. KAI communicates anti-corruption to all (100%) of KAI's business partners, through:

1. Conveying a prohibition to business partners to provide gratuities to all KAI employees in the procurement of goods and services.
2. All business partners are required to sign an Integrity Pact.
3. All business partners are required to comply with the anti-bribery policy set by the Company.
4. Conducting a feasibility test on all Business Partners who will cooperate with the Company; and
5. Including articles related to anti-bribery and anti-corruption in every contract/work agreement with the Company's business partners.

**PELATIHAN/SOSIALISASI ANTI-KORUPSI KEPADA PEKERJA**

Perseroan berkomitmen untuk terus berupaya meningkatkan pemahaman dan kompetensi pekerja mengenai anti-korupsi, sebagai upaya berkelanjutan dalam mewujudkan lingkungan kerja yang bersih dan berintegritas. Terkait dengan hal tersebut, Perseroan melakukan kegiatan sosialisasi dan pelatihan kepada insan KAI dengan perincian sebagai berikut:

**Pelatihan****Tabel Pelatihan Anti-Korupsi KAI tahun 2024**

| No | Materi Pelatihan/Sosialisasi / Training/Dissemination Material                                                                                                                                     | Tanggal / Date                       | Peserta / Participant                                       | Jumlah Peserta / Total Participant |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------|------------------------------------|
| 1  | Strategi Pengelolaan SDM sebagai Upaya Pencegahan Gratifikasi dalam Jual Beli Jabatan / HR Management Strategy as an Effort to Prevent Gratuity in the Sale and Purchase of Positions              | 29 Februari 2024 / February 29, 2024 | Unit Pengendalian Gratifikasi (UPG) / Gratuity Control Unit | 3                                  |
| 2  | In-House Training Awareness & Internal Audit ISO 37001:2016 Sistem Manajemen Anti Penyuapan / In-House Training Awareness & Internal Audit ISO 37001:2016 Anti-Bribery Management System           | 5-7 Maret 2024 / March 5-7, 2024     | Pekerja Perseroan / The Company's Employees                 | 30                                 |
| 3  | Pelatihan Antikorupsi dan Pengendalian Gratifikasi Inspektorat Jendral Kementerian Keuangan / Anti-Corruption and Gratuity Control Training of the Inspectorate General of the Ministry of Finance | 6 Mei 2024 / May 6, 2024             | Unit Pengendalian Gratifikasi (UPG) / Gratuity Control Unit | 2                                  |
| 4  | Pelatihan Fungsi Tim FKAP dan Tim Audit Internal SMAP ISO 37001:2016 / FKAP Team Function Training and SMAP ISO 37001:2016 Internal Audit Team                                                     | 2 Juli 2024 / July 2, 2024           | Pekerja Perseroan / The Company's Employees                 | 22                                 |
| 5  | Executive Briefing for Top Management SMAP ISO 37001:2016 dan SMM ISO 9001:2015 / Executive Briefing for Top Management SMAP ISO 37001:2016 and SMM ISO 9001:2015                                  | 14 Oktober 2024 / October 14, 2024   | Top Management Perseroan / The Company's Top Management     | 76                                 |

**ANTI-CORRUPTION TRAINING/OUTREACH TO EMPLOYEES**

The Company is committed to continuously improving the understanding and competence of employees regarding anti-corruption, as a continuous effort to create a clean and integrity-based work environment. In relation to this, the Company conducts dissemination and training activities for KAI personnel with the following details:

**Training****Table of KAI Anti-Corruption Training 2024****Sosialisasi****Tabel Sosialisasi Anti-Korupsi KAI tahun 2024**

| No | Materi Pelatihan/Sosialisasi / Training/Dissemination Material                                                                                                                                                                                              | Tanggal / Date                     | Peserta / Participant                                                                                                                         | Jumlah Peserta / Total Participant |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| 1  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 16 Januari 2024 / January 16, 2024 | Pekerja Perseroan dan Stakeholder Balai Yasa Lahat / Company Employees and Lahat Railway Workshop Stakeholders                                | 33                                 |
| 2  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 16 Januari 2024 / January 16, 2024 | Pekerja Perseroan dan Stakeholder Balai Yasa Yogyakarta / Employees of the Company and Stakeholders of Yogyakarta Railway Workshop            | 29                                 |
| 3  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 16 Januari 2024 / January 16, 2024 | Pekerja Perseroan dan Stakeholder Balai Yasa Pulubrayan / Company Employees and Stakeholders of Pulubrayan Yasa Center                        | 22                                 |
| 4  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 23 Januari 2024 / January 23, 2024 | Pekerja Perseroan dan Stakeholder Balai Yasa Manggarai / Company Employees and Stakeholders of Manggarai Yasa Center                          | 23                                 |
| 5  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 23 Januari 2024 / January 23, 2024 | Pekerja Perseroan dan Stakeholder Divisi Regional II Sumatera Barat / Company Employees and Stakeholders of Regional Division II West Sumatra | 20                                 |
| 6  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 23 Januari 2024 / January 23, 2024 | Pekerja Perseroan dan Stakeholder Daerah Operasi 1 Jakarta / Company Employees and Stakeholders of Operational Area 1 Jakarta                 | 31                                 |

**Dissemination****Table of KAI Anti-Corruption Dissemination in 2024**

| No | Materi Pelatihan/Sosialisasi /<br>Training/Dissemination Material                                                                                                                                                                                           | Tanggal /<br>Date                       | Peserta /<br>Participant                                                                                                                         | Jumlah Peserta /<br>Total Participant |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| 7  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 30 Januari 2024 /<br>January 30, 2024   | Pekerja Perseroan dan Stakeholder Balai Yasa Surabaya Gubeng / Employees of the Company and Stakeholders of the Surabaya Gubeng Railway Workshop | 42                                    |
| 8  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 5 Februari 2024 /<br>February 5, 2024   | Pekerja Perseroan dan Stakeholder Balai Yasa Tegal / Company Employees and Stakeholders of Tegal Railway Workshop                                | 22                                    |
| 9  | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 19 Februari 2024 /<br>February 19, 2024 | Pekerja Perseroan Daerah Operasi 3 Cirebon / Employees of Regional Operations Company 3 Cirebon                                                  | 30                                    |
| 10 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 19 Februari 2024 /<br>February 19, 2024 | Pekerja Perseroan dan Stakeholder Divisi Regional IV Tanjungkarang / Company Employees and Stakeholders of Regional Division IV Tanjungkarang    | 97                                    |
| 11 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 20 Februari 2024 /<br>February 20, 2024 | Pekerja Perseroan dan Stakeholder Divisi Regional III Palembang / Company Employees and Stakeholders of Regional Division III Palembang          | 70                                    |
| 12 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 26 Februari 2024 /<br>February 26, 2024 | Stakeholder Daerah Operasi 3 Cirebon / Stakeholders of Operation Area 3 Cirebon                                                                  | -                                     |
| 13 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 23 Juni 2024 /<br>June 23, 2024         | Pekerja Perseroan Kantor Pusat / Head Office Company Employees                                                                                   | 23                                    |
| 14 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 6 Agustus 2024 /<br>August 6, 2024      | Stakeholder Daerah Operasi 2 Bandung / Stakeholders of Operation Area 2 Bandung                                                                  | -                                     |
| 15 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 21 Agustus 2024 /<br>August 21, 2024    | Pekerja Perseroan Daerah Operasi 3 Cirebon / Employees of Regional Operations Company 3 Cirebon                                                  | 23                                    |
| 16 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 22 Oktober 2024 /<br>October 22, 2024   | Pekerja Perseroan Daerah Operasi 2 Bandung / Employees of the Regional Operations Company 2 Bandung                                              | 51                                    |
| 17 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 22 Oktober 2024 /<br>October 22, 2024   | Pekerja Perseroan dan Stakeholder Daerah Operasi 9 Jember / Company Employees and Stakeholders of Operation Area 9 Jember                        | 25                                    |
| 18 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 5 November 2024 /<br>November 5, 2024   | Pekerja Perseroan dan Stakeholder Daerah Operasi 6 Yogyakarta / Company Employees and Stakeholders of Operation Area 6 Yogyakarta                | 84                                    |
| 19 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 5 November 2024 /<br>November 5, 2024   | Pekerja Perseroan Daerah Operasi 7 Madiun / Employees of the Regional Operations Company 7 Madiun                                                | 23                                    |
| 20 | Awareness Good Corporate Governance, Pedoman Perilaku, Pengendalian Gratifikasi, Whistleblowing System, dan SMAP ISO 37001:2016 / Awareness of Good Corporate Governance, Code of Conduct, Gratuity Control, Whistleblowing System, and SMAP ISO 37001:2016 | 12 November 2024 /<br>November 12, 2024 | Pekerja Perseroan Daerah Operasi 8 Surabaya / Employees of the Regional Operations Company 8 Surabaya                                            | 24                                    |



**INSIDEN KORUPSI YANG TERBUKTI DAN TINDAKAN YANG DIAMBIL [GRI 205-3]**

Selama tahun 2024, unit pengelola WBS menerima 23 laporan dugaan pelanggaran yang disampaikan melalui media WBS yaitu email, surat dan nomor telepon/chat aplikasi WhatsApp. Dari laporan tersebut, sebanyak 2 item pengaduan terbukti, 3 item pengaduan diluar kewenangan Unit Pengelola WBS sehingga diteruskan untuk diproses lebih lanjut oleh Unit/Divisi yang terkait/berwenang, dan 18 item pengaduan yang tidak terbukti atau bukan termasuk kategori pelanggaran WBS.

Hingga 31 Desember 2024 Perseroan memastikan bahwa tidak terdapat kasus yang mengakibatkan berakhirnya kontrak dengan mitra bisnis, serta tidak terdapat kasus hukum terkait korupsi yang diajukan oleh publik terhadap Perseroan atau Insan KAI selama periode pelaporan.

**PROVEN CORRUPTION INCIDENTS AND ACTIONS TAKEN [GRI 205-3]**

In 2024, the WBS management unit received a total of 23 reports of alleged violations submitted through various channels, including email, letters, and telephone/WhatsApp chat applications. Out of these reports, 2 complaints were substantiated, 3 were deemed outside the authority of the WBS Management Unit and were therefore forwarded to the appropriate Unit/Division for further action, while 18 complaints were either unproven or did not fall under the category of WBS violations.

As of December 31, 2024, the Company confirmed that no cases had led to the termination of contracts with business partners. Additionally, there were no public legal cases related to corruption filed against the Company or KAI Personnel during this reporting period.

**Perkara Hukum***Legal Cases***Perkara Hukum yang Dihadapi Perusahaan [GRI 206-1]**

Di tahun 2024, tidak terdapat tindakan hukum yang menunggu keputusan atau telah selesai sehubungan dengan perilaku anti-persaingan serta pelanggaran terhadap peraturan anti pakat dan monopoli.

**Legal Cases Faced by the Company [GRI 206-1]**

In 2024, there are no pending or completed legal actions related to anti-competitive behavior and violations of antitrust and monopoly regulations.

**Tabel Perkara Hukum tahun 2024****Table of Legal Cases in 2024**

| No | Pokok Perkara/Gugatan / Subject Matter/Lawsuit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Pokok Perkara/ Gugatan / Subject Matter/Lawsuit                                                                              | Risiko dan Nominal Gugatan / Risk and Nominal Value of Lawsuit                                                                    | Sanksi yang dikenakan / Sanction imposed | Pengaruhnya terhadap kondisi Perusahaan / Impact on the Company's Condition                                                                   |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | PT KAI (Persero) digugat oleh Nani Sumarni, dkk terkait sengketa kepemilikan Tanah terletak di Jl. Garuda Kec. Andir, Kel. Garuda, Kota Bandung seluas 7,6 hektar / PT KAI (Persero) was sued by Nani Sumarni, et al. regarding a dispute over land ownership located on Jl. Garuda, Andir District, Garuda Village, Bandung City, covering an area of 7.6 hectares.                                                                                                                                                                                                                                  | Putusan Peninjauan Kembali Kedua Tolak tanggal 16 Desember 2024 / Second Judicial Review Decision Rejected December 16, 2024 | Nilai Materiil Perkara / Material Value of the Case<br>Rp 4.663.157.850.000<br><br>Nilai Aset / Asset Value<br>Rp 619.777.485.000 | -                                        | Berpotensi kehilangan aset dan pendapatan dari pendayagunaan aset tersebut / Potential loss of assets and income from the use of those assets |
| 2  | Endah Fruhlita Ningsih mengajukan gugatan pembatalan Sertifikat Hak Pakai Nomor 1/ Kelurahan Samoja, tanggal 11-06-1988, gambar situasi nomor 317 dan 318/1988 tanggal 15-2-1988 seluas 165.768 m2 a.n Departemen Perhubungan RI cq Perusahaan Jawatan Kereta Api / Endah Fruhlita Ningsih filed a lawsuit to cancel the Certificate of Land Use Rights Number 1/ Samoja Village, dated 11-06-1988, situation drawings number 317 and 318/1988 dated 15-2-1988 covering an area of 165,768 m2 in the name of the Indonesian Ministry of Transportation cq Perusahaan Perusahaan Perusahaan Kereta Api | Proses Kasasi di Mahkamah Agung / Cassation Process at the Supreme Court                                                     | Nilai Aset / Asset Value<br>Rp 2.336.499.960.000                                                                                  | -                                        | Berpotensi kehilangan aset dan pendapatan dari pendayagunaan aset tersebut / Potential loss of assets and income from the use of those assets |

### Perkara Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi yang Sedang Menjabat

Di tahun 2024, tidak terdapat perkara hukum yang sedang dihadapi oleh Dewan Komisaris dan Direksi yang sedang menjabat.

### Perkara Hukum yang Sedang Dihadapi Anak Perusahaan

Di tahun 2023, tidak terdapat perkara hukum yang dihadapi oleh Anak Perusahaan.

### Sanksi Administratif yang Dikenakan Kepada Perusahaan, Anggota Dewan Komisaris dan Direksi oleh Otoritas Pasar Modal dan Otoritas Lainnya

Di tahun 2023, tidak terdapat sanksi administratif yang dikenakan baik kepada Perseroan, anggota Dewan Komisaris, maupun Direksi oleh otoritas pasar modal dan otoritas lainnya.

### Legal Cases Currently Facing the Board of Commissioners and Board of Directors Who Are Currently in Office

In 2024, there were no legal cases being faced by the incumbent Board of Commissioners and Board of Directors.

### Legal Cases Currently Facing Subsidiaries

In 2024, there were no legal matters faced by the Subsidiary.

### Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Board of Directors by the Capital Market Authority and Other Authorities

In 2024, there were no administrative sanctions imposed on the Company, members of the Board of Commissioners, or Board of Directors by the capital market authority or other authorities.

## Akses Informasi dan Data Perusahaan

*Access to Company Information and Data*

Akses yang mudah kepada pemangku kepentingan adalah prioritas. Perseroan telah menyediakan informasi perusahaan melalui berbagai fasilitas mencakup fasilitas berbasis teknologi informasi agar bisa diakses masyarakat dengan mudah, murah, dan cepat. Perseroan menerapkan kebijakan keterbukaan informasi publik berdasarkan Undang-Undang Nomor 14 tahun 2008 tentang Keterbukaan Informasi Publik.

Dalam rangka menjaga efektivitas pengelolaan Keterbukaan Informasi Publik (KIP), Perseroan membentuk unit organisasi berdasarkan Surat Keputusan Direksi No. KEP.U/OT.003/VI/3/KA-2010 tentang Perubahan dan Tambahan (P&T) atas Keputusan Direksi No. KEP.U/OT.003/VI/1/KA2009 tanggal 5 Juni 2009 tentang Organisasi dan Tata Laksana Sekretariat Perusahaan di Lingkungan Kantor Pusat PT Kereta Api Indonesia (Persero). Standar Operasional Prosedur Keterbukaan Informasi Publik (SOP KIP) dituangkan dalam Surat Keputusan Direksi No. Kep.U.HK.003/XII/1/KA-2010, yang merupakan petunjuk pelaksanaan dan petunjuk teknis dalam melakukan pengelolaan informasi publik di lingkungan Perseroan. Peraturan tersebut kemudian diperbarui kembali melalui Peraturan Direksi No. PER.U/KL.104/VI/1/KA-2018 tanggal 5 Juni 2018 tentang Pedoman Pelayanan Informasi Publik.

Easy access to stakeholders is a priority. The Company has provided company information through various facilities including information technology-based facilities, ensuring an easy, affordable, and quick access for the public. Company Information Disclosure Policy The Company implements a public information disclosure policy based on Law Number 14 of 2008 concerning Public Information Openness.

To maintain the effectiveness of Public Information Openness (KIP) management, the Company formed an organizational unit based on the Board of Directors Decree Number: KEP.U/OT.003/VI/3/KA-2010 concerning Amendments and Additions (P&T) to the Board of Directors Decree Number: KEP.U/OT.003/VI/1/KA2009 dated June 5, 2009, concerning the Organization and Management of the Company Secretariat within the Head Office of PT Kereta Api Indonesia (Persero). Standard Operational Procedures for Public Information Openness (SOP KIP) are outlined in the Board of Directors Decree Number: Kep.U.HK.003/XII/1/KA-2010, which are implementation instructions and technical instructions for managing public information within the Company. This regulation was then updated again through the Board of Directors Regulation Number: PER.U/KL.104/VI/1/KA-2018 dated June 5, 2018, concerning Guidelines for Public Information Services.

Unit organisasi di bidang KIP dikelola oleh Manager Public Information Care yang berada di bawah VP Public Relations dengan tugas pokok dan tanggung jawab dalam pengelolaan informasi publik yang mencakup penyimpanan, pendokumentasian, penyediaan, dan/atau pelayanan informasi terhadap pengguna informasi publik.

### MEDIA DAN JALUR LAYANAN INFORMASI PUBLIK

KAI sebagai salah satu badan publik berkomitmen untuk melaksanakan dan mengelola keterbukaan informasi publik dengan baik. Pengelolaan ini bertujuan untuk semaksimal mungkin memberikan kemudahan bagi masyarakat baik perorangan, kelompok orang, lembaga swasta, maupun instansi pemerintah yang membutuhkan informasi publik KAI.

Pengelolaan keterbukaan informasi publik yang telah dilakukan adalah penyediaan informasi publik melalui berbagai media yang dimiliki oleh Perusahaan, diantaranya; website ppid.kai.id, aplikasi *mobile* PPID, dan media sosial Keretaapikita. Selain itu melakukan pelayanan kepada pemohon informasi publik melalui berbagai jalur, diantaranya; datang langsung ke kantor PPID, melalui telepon, surat, dan email.

Lebih lanjut, untuk memberikan kesetaraan bagi penyandang disabilitas, KAI juga menyediakan media dan jalur layanan, seperti jalur jalan dengan *guiding block*, dan jalur kursi roda, Formulir Permintaan Informasi dengan huruf braille, serta website bersuara.

### MEDIA PENYAMPAIAN INFORMASI

#### Siaran Pers

Di tahun 2024, KAI telah membagikan berita dalam bentuk siaran pers berjumlah 3.157 judul siaran pers. Siaran pers tersebut diharapkan dapat meningkatkan kesadaran dan pengetahuan khalayak sasaran terkait informasi berita yang telah dibagikan.

#### Media Sosial

KAI memiliki media sosial dengan nama akun Keretaapikita dan KAI121. Kedua media sosial memiliki fungsi dan tujuan yang berbeda. Akun KAI121 ditujukan untuk pelayanan pelanggan dan informasi seputar produk, sementara akun Keretaapikita lebih fokus pada dukungan bagi *brand image* Perseroan.

The organizational unit in the KIP sector is managed by the Public Information Care Manager who is under the VP of Public Relations with the main task and responsibility for managing public information which includes storing, documenting, providing, and/or providing information to users of public information.

### MEDIA AND PUBLIC INFORMATION SERVICE LINE

KAI as a public agency is committed to implementing and managing public information disclosure well. This management aims to provide as much convenience as possible for the community, both individuals, groups of people, private institutions, and government agencies who need KAI public information.

The management of public information disclosure that has been carried out is the provision of public information through various media owned by the Company, including; the website ppid.kai.id, PPID mobile application, and Keretaapikita social media. Apart from that, providing services to public information applicants through various channels, including; coming directly to the PPID office, via telephone, letter, and email.

Furthermore, to provide equality for people with disabilities, KAI also provides media and service channels, such as walking paths with guiding blocks and wheelchair paths, information request forms in braille, and sound websites.

### MEDIA DELIVERY INFORMATION

#### Press Releases

In 2024, KAI distributed news in the form of press releases totaling 3,157 press release titles. The press releases are expected to increase awareness and knowledge of the target audience regarding the news information that has been shared.

#### Social Media

KAI has 2 Company social media brands, namely Keretaapikita and KAI 121. Both social media have different functions and purposes. The KAI121 account is intended for customer service and information about products, while the Keretaapikita account is more focused on supporting the Company's brand image.

Platform media sosial yang digunakan adalah sebagai berikut: The social media platforms used are as follows:

|           |                                                      |
|-----------|------------------------------------------------------|
| Twitter   | KAI121 dan Keretaapikita / KAI121 and Keretaapikita  |
| Facebook  | KAI 121 dan Keretaapikita / KAI121 and Keretaapikita |
| Instagram | KAI121_ dan Keretaapikita / KAI121 and Keretaapikita |
| YouTube   | Keretaapikita                                        |
| Tiktok    | KAI121 dan Keretaapikita / KAI121 and Keretaapikita  |
| Podcast   | Sahabat KAI                                          |

### Website

Website resmi Perseroan dengan situs [www.kai.id](http://www.kai.id), di dalamnya menyediakan informasi dan data-data terbaru, berita, siaran pers, artikel, informasi lowongan kerja, lelang, keterbukaan informasi publik, *heritage*, CSR hubungan investor, GCG, *sustainability* dan prestasi. Website Perseroan juga menyediakan fasilitas pemesanan tiket. Informasi dalam website disampaikan dalam Bahasa Indonesia.

### Aplikasi KAI

KAI senantiasa menjaga pelayanan prima bagi seluruh penumpang, di antaranya dengan memberikan kemudahan kepada pelanggan dalam genggamannya yaitu dalam bentuk aplikasi. Hingga tahun 2024, KAI memiliki aplikasi sebagai berikut:

- **Aplikasi Mobile Access by KAI**

Access by KAI terus mengalami pengembangan untuk meningkatkan kenyamanan dan kemudahan pelanggan dalam merencanakan serta menikmati perjalanan mereka. Tidak hanya berfungsi sebagai platform pembelian tiket kereta api jarak jauh, lokal, KRL, KA Bandara, LRT Jabodebek, dan KCJB Whoosh, aplikasi ini kini semakin terintegrasi dengan kebutuhan perjalanan multimoda dan berbagai layanan pendukung lainnya. Beberapa pengembangan dan fitur utama yang telah hadir maupun tengah dikembangkan antara lain:

1. **Integrasi Layanan Perjalanan dan Pendukung**

- a. **Integrasi Antarmoda**

Pemesanan layanan *first mile* dan *last mile* bekerja sama dengan Taksi Bluebird dan Bus DAMRI.

- b. **Trip Planner & Pemesanan Hotel**

Merencanakan *itinerary* lengkap dan pemesanan hotel dalam satu aplikasi.

- c. **Live Tracking**

Pelacakan perjalanan kereta secara *real-time*.

- d. **Add Infant & Add Ticket**

Fitur untuk menambahkan pemesanan penumpang bayi serta memasukkan tiket dari channel pembelian lain ke dalam Access by KAI.

### Website

The Company's website has a website with the address [www.kai.id](http://www.kai.id) which provides the latest information and data, news, press releases, articles, job vacancy information, auctions, public information disclosure, *heritage*, CSR investor relations, GCG, *sustainability* and achievements. The Company's website also provides ticket booking facilities. Information on the website is presented in Indonesian.

### KAI App

KAI always maintains excellent service for all passengers, including by providing convenience to customers at their fingertips, namely in the form of an application. As of 2024, KAI had the following applications:

- **Access by KAI Mobile App**

Access by KAI is continually developed to enhance customer comfort and convenience in planning and enjoying their trips. This application serves not only as a platform for purchasing long-distance, local, KRL, Airport Train, Jabodebek LRT, and KCJB Whoosh train tickets, but it is also increasingly integrated to meet multimodal travel needs and offer various supporting services. Some of the main developments and features, both available and in progress, include:

1. **Integration of Travel and Support Services**

- a. **Intermodal Integration**

Book first-mile and last-mile services in collaboration with Bluebird Taxis and DAMRI Buses.

- b. **Trip Planner & Hotel Reservations**

Plan a complete itinerary and make hotel reservations all within one application.

- c. **Live Tracking**

Track train travel in real time.

- d. **Add Infant & Add Ticket**

Features that allow adding infant passenger reservations and entering tickets purchased from other channels into Access by KAI.

**e. Asuransi Perjalanan**

Menyediakan layanan tambahan pemesanan asuransi tambahan yang mencakup pengembalian dana 100% dan perlindungan diri selama perjalanan.

**2. Layanan Transaksi dan Pembayaran**

**a. KAI Pay**

Dompet digital untuk pembayaran berbagai layanan, termasuk transaksi menggunakan QRIS.

**b. Payment Point Online Bank (PPOB)**

Pembelian pulsa, paket data, dan token listrik.

**c. Top Up KMT**

Pengisian saldo Kartu Multi Trip milik PT KCI langsung dari aplikasi.

**d. Tersedia Banyak Pilihan Metode Pembayaran**

Pada Access by KAI tersedia berbagai macam metode pembayaran yang mendukung layanan penumpang seperti Paylater, QRIS, E-wallet, Kartu Kredit, *Direct Debit*, Gerai Retail, ATM, Mobile Banking dan Internet Booking.

**3. Kenyamanan dan Kemudahan Pengguna**

**a. Railfood**

Pemesanan makanan dan minuman yang dapat dilakukan sebelum keberangkatan atau saat dalam perjalanan.

**b. Loyalty Program**

Pengembangan program *Railpoint* dimana *Railpoint* bisa ditukarkan untuk pembelian tiket kereta api dan juga ditukarkan dengan berbagai *merchant* yang bekerja sama seperti MAP Club dan Mayasari.

**c. Layanan Hiburan Premium**

Menyediakan konten hiburan eksklusif untuk kenyamanan pelanggan selama perjalanan.

**d. Jadwal Salat**

Informasi waktu salat berdasarkan lokasi pengguna, sebagai bentuk layanan yang inklusif.

**e. Popup Banner**

Menampilkan informasi promosi dan pengumuman penting secara langsung dalam aplikasi.

**4. Kemudahan Akses dan Pengelolaan Tiket**

**a. Transfer Tiket, Pembatalan & Ubah Jadwal**

Fitur yang semakin disempurnakan untuk memberikan fleksibilitas dalam pengelolaan perjalanan.

**e. Travel Insurance**

Offer additional insurance reservation services that include a 100% refund and personal protection during the trip.

**2. Transaction and Payment Services**

**a. KAI Pay**

A digital wallet for various services, including transactions using QRIS.

**b. Payment Point Online Bank (PPOB)**

Purchase credits, data packages, and electricity tokens.

**c. Top Up KMT**

Directly refill the balance of PT KCI's Multi Trip Card from the application.

**d. Multiple Payment Method Options Available**

Access by KAI provides a variety of payment methods supporting passenger services, including PayLater, QRIS, e-wallets, credit cards, direct debit, retail outlets, ATMs, mobile banking, and internet booking.

**3. Convenience and Ease of Use**

**a. Railfood**

Order food and drinks before departure or while traveling.

**b. Loyalty Program**

Development of the Railpoint program, where Railpoints can be exchanged for train tickets or redeemed with various collaborating merchants, such as MAP Club and Mayasari.

**c. Premium Entertainment Services**

Exclusive entertainment content is offered for customer convenience during trips.

**d. Prayer Schedule**

Provides prayer time information based on user location as an inclusive service.

**e. Popup Banner**

Displays promotional information and important announcements directly within the application.

**4. Ease of Access and Ticket Management**

**a. Ticket Transfer, Cancellation & Change Schedule:**

Enhanced features that provide greater flexibility in travel management.



**b. Registrasi dengan Face Recognition**

Teknologi pengenalan wajah untuk meningkatkan keamanan dan mempermudah proses registrasi akun.

**c. E-Porter**

Layanan pemesanan porter secara langsung melalui aplikasi.

**d. Penyempurnaan UI/UX:**

Dilakukan berdasarkan evaluasi performa aplikasi dan masukan pelanggan.

**b. Registration with Face Recognition**

Utilizes facial recognition technology to improve security and simplify the account registration process.

**c. E-Porter**

A porter booking service available directly through the application.

**d. UI/UX Improvements**

Conducted based on application performance evaluations and customer feedback.

Hingga akhir tahun 2024, aplikasi Access by KAI telah diunduh sebanyak 26.504.433 kali, dengan 21.219.291 pengguna terdaftar dan sekitar 7.347.043 pengguna aktif bulanan. Aplikasi ini terus menjadi bagian penting dalam transformasi digital PT Kereta Api Indonesia, menghadirkan solusi perjalanan yang modern, nyaman, dan terintegrasi bagi masyarakat Indonesia.

By the end of 2024, the Access by KAI application had been downloaded 26,504,433 times, with 21,219,291 registered users and approximately 7,347,043 monthly active users. This application continues to play a crucial role in PT Kereta Api Indonesia's digital transformation, offering modern, comfortable, and integrated travel solutions for the Indonesian public.

• **Aplikasi Mobile PPID KAI**

KAI sebagai salah satu badan publik berkomitmen untuk melaksanakan dan mengelola keterbukaan informasi publik sebaik mungkin. Ini bertujuan untuk mengelola informasi dan dokumentasi yang bertugas membantu masyarakat dalam mendapatkan informasi seputar KAI. Untuk mengikuti perkembangan zaman KAI berinovasi dengan menciptakan aplikasi *mobile* PPID. Selain memuat tentang Daftar Informasi Publik KAI dan peraturan-peraturan terkait Komisi Informasi Pusat (KIP), aplikasi PPID juga memuat menu khusus untuk permohonan informasi publik. Pengguna yang memakai menu tersebut akan langsung tersambung dan dilayani oleh admin atau staf PPID.

• **KAI PPID Mobile App**

KAI as a public agency is committed to implementing and managing public information disclosure as best as possible. This aims to manage information and documentation which is tasked with helping the public obtain information about KAI. To keep up with developments, KAI innovated by creating the PPID mobile application. Apart from containing the KAI Public Information List and regulations related to the Central Information Commission (KIP), the PPID application also contains a special menu for requests for public information. Users who use this menu will be immediately connected and served by the admin or PPID staff.

## Pedoman Perilaku

### *Code Of Conduct*

Pedoman Perilaku (*Code of Conduct*) merupakan pedoman sikap, tingkah laku, dan perbuatan di dalam melaksanakan tugas dan pergaulan hidup sehari-hari, yang diterapkan untuk mewujudkan visi dan misi Perseroan. Pedoman perilaku juga dikenal sebagai Kode Etik Perseroan.

KAI menjalankan usaha sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG), salah satunya dengan menetapkan pedoman perilaku yang berisi uraian perilaku yang harus dipatuhi dan dijalankan Insan KAI, mencakup Dewan Komisaris, Direksi, dan seluruh pekerja, dalam melaksanakan tanggung jawab dan kewenangan masing-masing.

The Code of Conduct is a guideline for attitudes, behavior, and actions in carrying out tasks and daily life relationships, which is applied to realize the Company's vision and mission. The code of conduct is also known as the Company's Code of Ethics.

KAI carries out business in accordance with Good Corporate Governance (GCG) principles, one of which is by establishing a code of conduct which contains a description of the behavior that must be adhered to and carried out by KAI personnel, including the Board of Commissioners, Board of Directors, and all employees, in carrying out their respective responsibilities and authorities.

KAI menjalankan bisnisnya secara etis dan mematuhi semua hukum dan peraturan perundang-undangan yang berlaku. Dalam menjalankan bisnis, etika dan integritas harus menjadi dasar atas pelaksanaan semua hubungan Perseroan, termasuk dengan pelanggan, penyedia barang dan jasa, pekerja dan *stakeholders* lainnya.

Pedoman Perilaku disusun dengan tujuan sebagai:

1. komitmen untuk mewujudkan visi dan misi Perseroan sebagai panduan perilaku yang harus dipatuhi dalam melaksanakan seluruh aktivitas pribadi dan kegiatan Perseroan;
2. mencegah terjadinya pelanggaran disiplin dan etika;
3. menjaga martabat dan kehormatan Insan KAI dan Perseroan; dan
4. mengembangkan hubungan harmonis yang saling menguntungkan antara Insan KAI dan pemangku kepentingan berdasarkan prinsip tata kelola perusahaan yang baik.

Manfaat penerapan Pedoman Perilaku ini adalah:

1. terciptanya iklim organisasi yang tertib, teratur, sehat, dan nyaman dalam lingkungan kerja;
2. sarana kontrol sosial bagi pemangku kepentingan (*stakeholders*) atas perilaku Insan KAI;
3. sebagai arah dan pedoman bagi Insan KAI dalam bertindak dan bertingkah laku dalam melaksanakan tugas dan pergaulan sehari-hari; dan
4. mendorong Insan KAI bersikap kritis dan rasional dalam mengambil keputusan yang independen.

Lebih lanjut, KAI telah menetapkan dan mengimplementasikan kebijakan *anti-trust* dalam pedoman perilaku dengan tujuan untuk menjaga persaingan usaha yang sehat dan berkelanjutan, yang secara khusus mencegah terjadinya praktik AML (*Anti-Money Laundering*), *insider trading*, *antitrust*, dan pelanggaran etika. Dalam pedoman perilaku Insan KAI tidak akan terlibat dalam perilaku atau aktivitas yang dapat menimbulkan pertanyaan tentang kejujuran, integritas atau menyebabkan rusaknya reputasi Perusahaan.

Komitmen ini dilakukan dengan penandatanganan Pernyataan Kepatuhan terhadap Pedoman Perilaku oleh manajemen pada tahun 2019 secara elektronik dan telah diinformasikan melalui website internal Perusahaan. Pada tahun 2022, pedoman perilaku telah dimutakhirkan melalui Peraturan Direksi No. PER.U/KC.202/II/1/KA-2022 tentang Pedoman Perilaku.

KAI carries out its business ethically and complies with all applicable laws and regulations. In running a business, ethics, and integrity must be the basis for the implementation of all Company relationships, including with customers, providers of goods and services, workers, and other stakeholders.

The Code of Conduct is prepared with the following objectives:

1. commitment to realize the Company's vision and mission as a guide to behavior that must be adhered to in carrying out all personal activities and Company activities;
2. preventing violations of discipline and ethics;
3. maintaining the dignity and honor of KAI and Company personnel; and
4. developing harmonious, mutually beneficial relationships between KAI personnel and stakeholders based on the principles of good corporate governance.

The benefits of implementing this Code of Conduct are:

1. creating an orderly, regular, healthy, and comfortable organizational climate in the work environment;
2. a means of social control for stakeholders over the behavior of KAI personnel;
3. as a direction and guideline for KAI personnel in acting and behaving in carrying out daily tasks and relationships; and
4. encouraging KAI personnel to be critical and rational in making independent decisions.

Furthermore, KAI has established and implemented an anti-trust policy in its code of conduct to maintain healthy and sustainable business competition, which specifically prevents the occurrence of AML (*Anti-Money Laundering*) practices, insider trading, antitrust, and ethical violations. In the code of conduct, KAI personnel will not engage in behavior or activities that may raise questions about honesty, integrity or cause damage to the Company's reputation.

This commitment is carried out by signing the Statement of Compliance with the Code of Conduct by management in 2019 electronically and has been informed through the Company's internal website. In 2022, the code of conduct has been updated through the Board of Directors Regulation No. PER.U/KC.202/II/1/KA-2022 concerning the Code of Conduct.

## POKOK-POKOK PEDOMAN PERILAKU

Pedoman Perilaku Perseroan memuat pokok-pokok perilaku etika Perseroan yang harus dipatuhi, yang terdiri atas Nilai-nilai Perseroan, Benturan Kepentingan dan Korupsi, Pemberian dan Penerimaan Hadiah, Jamuan, Hiburan dan Pemberian Donasi, Kepedulian terhadap Keselamatan dan Kesehatan Kerja (K3) serta Pelestarian Lingkungan, Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi, Integritas Laporan Keuangan, Perlindungan Informasi Perusahaan dan Aset Tak Berwujud (*Intangible Asset*), Perlindungan Harta/Aset Perusahaan, Kegiatan Sosial dan Politik, Etika yang Terkait dengan Pemangku Kepentingan (*Stakeholders*), serta Penegakan Pedoman Perilaku.

### 1. Nilai-Nilai Perusahaan

Insan KAI menerapkan nilai-nilai utama Perusahaan dalam mewujudkan Visi dan Misi Perusahaan, yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) dengan penjabaran sebagai berikut:

- AMANAH adalah memegang teguh kepercayaan yang diberikan
- KOMPETEN adalah terus belajar dan mengembangkan kapabilitas
- HARMONIS adalah saling peduli dan menghargai perbedaan
- LOYAL adalah berdedikasi dan mengutamakan kepentingan bangsa dan negara
- ADAPTIF adalah terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan
- KOLABORATIF adalah membangun kerja sama yang sinergis

### 2. Benturan Kepentingan dan Korupsi

- Perusahaan mendefinisikan benturan kepentingan sebagai situasi dimana kepentingan pribadi dan kepentingan Perusahaan berada dalam posisi yang saling bertentangan, sehingga dapat mempengaruhi objektivitas dalam pengambilan keputusan atau tindakan.
- Perusahaan berkomitmen untuk menjalankan kegiatan usaha dengan berintegritas dan menghindari benturan kepentingan untuk menciptakan Perusahaan yang bersih dari praktik korupsi.
- Untuk mencapai komitmen tersebut, Insan KAI:
  - bertanggung jawab untuk memastikan bahwa kepentingan pribadi di luar pekerjaan tidak mengganggu kewajiban terhadap Perusahaan;
  - menghindari segala bentuk benturan kepentingan baik langsung maupun tidak langsung;

## KEY POINTS OF THE CODE OF CONDUCT

The Company's Code of Conduct contains the main points of the Company's ethical behavior that must be adhered to, consisting of the Company's Values, Conflict of Interest and Corruption, Giving and Accepting Gifts, Hospitality, Entertainment and Donations, Concern for Occupational Safety and Health (K3) and Environmental Conservation, Equal Opportunity to Obtain Employment and Promotion, Integrity of Financial Reports, Protection of Company Information and Intangible Assets, Protection of Company Assets, Social and Political Activities, Ethics Related to Stakeholders, and Enforcement of the Code of Conduct.

### 1. Company Values

KAI personnel implement the Company's core values in realizing the Company's Vision and Mission, namely AKHLAK (Trusted, Competent, Harmonious, Loyal, Adaptive, and Collaborative) with the following description:

- TRUSTWORTHY is upholding the trust given
- COMPETENT is continuing to learn and develop capabilities
- HARMONIOUS is caring for each other and respecting differences
- LOYAL is dedicated and prioritizing the interests of the nation and state
- ADAPTIVE is continuing to innovate and be enthusiastic in driving or facing change
- COLLABORATIVE is building synergistic cooperation

### 2. Conflicts of interest and Corruption

- The Company defines a conflict of interest as a situation where personal interests and the Company's interests are in conflict, so that it can affect objectivity in decision making or action.
- The Company is committed to carrying out business activities with integrity and avoiding conflicts of interest to create a Company that is free from corrupt practices.
- To achieve this commitment, KAI Personnel:
  - be responsible for ensuring that personal interests outside of work do not interfere with obligations to the Company;
  - avoid any form of conflict of interest, either directly or indirectly;

- 3) tidak bekerja atau memiliki hubungan kerja dengan pihak lain, kecuali atas penugasan dari Perusahaan;
- 4) tidak menjadi penyedia barang dan jasa secara langsung maupun tidak langsung;
- 5) tidak menggunakan fasilitas Perusahaan untuk kepentingan pribadi, keluarga, dan/atau pihak lain yang tidak sesuai ketentuan;
- 6) tidak melakukan dan/atau terlibat segala bentuk tindakan korupsi.

- 3) do not work or have an employment relationship with other parties, except on assignment from the Company;
- 4) do not become a provider of goods and services directly or indirectly;
- 5) do not use Company facilities for personal, family, and/or other party interests that are not in accordance with the provisions;
- 6) do not carry out and/or be involved in any form of corruption.

### 3. Penerimaan Gratifikasi, Pemberian Donasi, dan Pemberian Hadiah

#### a. Penerimaan Gratifikasi

- 1) Perusahaan berkomitmen menjunjung tinggi integritas dan tidak menoleransi suap.
- 2) Untuk mewujudkan komitmen ini, Insan KAI harus waspada dalam menerima hadiah, jamuan, dan hiburan, apabila menurut pertimbangan Insan KAI, tindakan tersebut dapat mempengaruhi atau terkesan mempengaruhi pengambilan keputusan; wajib menolak semua bentuk gratifikasi dalam bentuk apapun yang mengarah pada suap, yaitu gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya, termasuk gratifikasi terkait momen hari raya keagamaan dan hari besar lainnya kecuali keadaan tidak memungkinkan untuk menolak, maka Insan KAI wajib melaporkan gratifikasi sesuai ketentuan di Perusahaan; melaporkan penerimaan gratifikasi dan penolakan gratifikasi sebagaimana diatur dalam Peraturan Direksi tentang Pedoman Pengendalian Gratifikasi.

#### b. Pemberian Donasi

- 1) Dalam batas kepatutan, donasi untuk tujuan amal dapat dibenarkan.
- 2) Donasi untuk tujuan lain hanya boleh dilakukan bila sesuai dengan ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan, seperti Program Bina Lingkungan.
- 3) Perusahaan tidak diperkenankan memberikan dana, aset, atau keuntungan Perusahaan untuk kepentingan donasi politik kecuali dilakukan sesuai ketentuan peraturan perundang-undangan.

#### c. Pemberian Hadiah

Pemberian hadiah dapat dilakukan sepanjang tidak bertentangan dengan kepatutan dan ketentuan peraturan perundang-undangan.

### 3. Receiving Gratuities, Giving Donations, and Giving Gifts

#### a. Receiving Gratuities

- 1) The Company is committed to upholding integrity and does not tolerate bribery.
- 2) To realize this commitment, KAI Personnel must be vigilant in accepting gifts, meals, and entertainment, if in the opinion of KAI Personnel, such actions can influence or appear to influence decision-making; must reject all forms of gratuity in any form that leads to bribery, namely gratuity related to position and contrary to obligations or duties, including gratuity related to religious holidays and other major days unless circumstances do not allow for refusal, then KAI Personnel must report gratuity in accordance with the provisions in the Company; report receipt of gratuity and rejection of gratuity as regulated in the Board of Directors Regulation on Guidelines for Gratuity Control.

#### b. Giving Donations

- 1) Within the limits of propriety, donations for charitable purposes may be justified.
- 2) Donations for other purposes may only be made in accordance with the provisions of laws and regulations and provisions in the Company, such as the Community Development Program.
- 3) The Company is not permitted to provide funds, assets, or profits of the Company for political donations unless done in accordance with the provisions of laws and regulations.

#### c. Giving Gifts

Gift giving may be done as long as it does not conflict with propriety and the provisions of statutory regulations.

**4. Kepedulian terhadap Keselamatan dan Kesehatan Kerja (K3) serta Pelestarian Lingkungan**

Perusahaan berkomitmen melaksanakan operasional yang memperhatikan aspek kesehatan kerja, keselamatan, keamanan, dan perlindungan lingkungan untuk menciptakan lingkungan yang sehat, selamat, aman dan nyaman sehingga mampu meningkatkan produktivitas sumber daya manusia yang ada.

**5. Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi**

Perusahaan berkomitmen untuk memegang teguh prinsip kesetaraan, dimana setiap Pekerja mendapat hak, perlakuan, dan kesempatan yang sama dalam bekerja dan mengembangkan karier, bebas dari diskriminasi etnis, warna kulit, ras, agama, jenis kelamin, usia, keadaan cacat yang dilindungi oleh peraturan perundang-undangan. Perusahaan memperlakukan Pekerja secara adil dalam segala hal berdasarkan kompetensi, kinerja, dan prestasi, dari mulai sebelum bekerja (rekrutmen), saat bekerja (penempatan dan promosi jabatan) dan setelah bekerja. Perusahaan juga menyediakan pelatihan dan pendidikan untuk pengembangan karier semua Pekerja sesuai ketentuan di Perusahaan.

**6. Integritas Laporan Keuangan**

Perusahaan berkomitmen menyediakan laporan keuangan yang benar, jujur, dan akuntabel dengan menampilkan kondisi perusahaan yang sebenar-benarnya tanpa ada yang disembunyikan. Perusahaan menyusun laporan keuangan berdasarkan Standar Akuntansi Keuangan yang berlaku.

**7. Perlindungan Informasi Perusahaan**

Perusahaan berkomitmen untuk melindungi data dan informasi yang merupakan aset penting dari akses pihak luar perusahaan yang tidak berkepentingan. Perusahaan juga berkomitmen menjaga aset tak berwujud (*intangible asset*) diantaranya hasil riset, teknologi, hak atas kekayaan intelektual yang diperoleh atas perintah, dan/atau atas beban Perusahaan menjadi milik perusahaan yang dituangkan dalam suatu perjanjian.

**8. Aset Tak Berwujud (*Intangible Asset*)**

Perusahaan juga berkomitmen menjaga aset tak berwujud (*intangible asset*) diantaranya hasil riset, teknologi, hak atas kekayaan intelektual yang diperoleh atas perintah, dan/atau atas beban Perusahaan menjadi milik perusahaan yang dituangkan dalam suatu perjanjian.

**4. Concern for Occupational Health and Safety (OHS) and Environmental Preservation**

The company is committed to carrying out operations that pay attention to aspects of occupational health, safety, security and environmental protection to create a healthy, safe, secure and comfortable environment so as to increase the productivity of existing human resources.

**5. Equal Opportunity to Employment and Promotion**

The Company is committed to upholding the principle of equality, where every Worker gets the same rights, treatment, and opportunities in working and developing a career, free from discrimination based on ethnicity, skin color, race, religion, gender, age, disability protected by laws and regulations. The Company treats Workers fairly in all matters based on competence, performance, and achievement, from before working (recruitment), while working (placement and promotion) and after working. The Company also provides training and education for career development of all Workers in accordance with the provisions in the Company.

**6. Integrity of Financial Statements**

The Company is committed to providing true, honest, and accountable financial statements by displaying the Company's true condition without anything being hidden. The Company prepares financial statements based on applicable Financial Accounting Standards.

**7. Protection of Company Information**

The Company is committed to protecting data and information that are important assets from unauthorized access by external parties. The Company is also committed to safeguarding intangible assets, including research results, technology, intellectual property rights obtained by order, and/or at the expense of the Company, which are the property of the Company as stated in an agreement.

**8. Intangible Assets**

The Company is also committed to maintaining intangible assets, including research results, technology, intellectual property rights obtained on orders and/or at the expense of the Company, which become the property of the Company as stated in an agreement.



**9. Informasi Orang Dalam**

Informasi Orang Dalam adalah informasi material yang berhubungan dengan kegiatan transaksi efek (transaksi terkait surat berharga, yaitu surat pengakuan utang, surat berharga komersial, saham, obligasi, tanda bukti utang, unit penyertaan kontrak investasi kolektif, kontrak berjangka atas efek, dan setiap derivatif dari efek) yang dimiliki oleh Orang Dalam namun belum tersedia untuk umum, sebagai bentuk komitmen:

- Orang Dalam dilarang terlebih dahulu memberikan informasi Orang Dalam kepada pihak lain atau bukan Orang Dalam;
- dilarang menyebarkan informasi terkait transaksi efek tanpa ada izin dari Orang Dalam;
- pihak yang bukan Orang Dalam dimaksud tidak menggunakan Informasi Orang Dalam tersebut selain untuk melakukan transaksi efek dengan Orang Dalam dimaksud;
- pihak yang bukan Orang Dalam dimaksud tidak melakukan transaksi efek emiten atau perusahaan publik atau perusahaan lain yang melakukan transaksi dengan emiten atau perusahaan publik dimaksud dalam jangka waktu 6 (enam) bulan sejak informasi diperoleh, selain untuk melakukan transaksi efek dengan Orang Dalam dimaksud;

**10. Perlindungan Harta/Aset Perusahaan**

Perusahaan berkomitmen untuk menjaga seluruh aset perusahaan untuk digunakan sesuai peruntukan dan manfaat yang telah ditetapkan sesuai ketentuan di Perusahaan. Terhadap aset Perusahaan, Insan KAI harus:

- menjaga agar penggunaan aset Perusahaan dapat memberikan nilai tambah bagi Perusahaan sesuai kaidah-kaidah sosial, ekonomi, dan finansial yang dapat dipertanggungjawabkan dengan memperhitungkan risiko usaha terkait;
- menjaga, memelihara, mengamankan, dan menyelamatkan aset perusahaan sesuai dengan ketentuan yang berlaku; dan
- tidak menggunakan dan memanfaatkan aset perusahaan untuk kepentingan pribadi, kepentingan kelompok dan atau aktivitas politik serta pihak ketiga lainnya.

**9. Inside Information**

Insider Information is material information related to securities transaction activities (transactions related to securities, namely debt acknowledgment letters, commercial securities, shares, bonds, debt certificates, collective investment contract participation units, futures contracts for securities, and any derivatives of securities) owned by Insiders but not yet available to the public, as a form of commitment:

- Insiders are prohibited from first providing Insider information to other parties or non-Insider;
- Prohibited from disseminating information related to securities transactions without permission from the Insider;
- Parties who are not Insiders in question do not use the Insider Information other than to conduct securities transactions with the Insider in question;
- Parties who are not Insiders in question do not conduct securities transactions of issuers or public companies or other companies that conduct transactions with the issuer or public company in question within a period of 6 (six) months since the information was obtained, other than to conduct securities transactions with the Insider in question;

**10. Company Price/Asset Protection**

The Company is committed to maintaining all company assets to be used according to the designated use and benefits that have been determined according to the provisions in the Company. Regarding Company assets, KAI Personnel must:

- ensure that the use of Company assets can provide added value to the Company in accordance with social, economic, and financial principles that can be accounted for by taking into account related business risks;
- maintain, preserve, secure, and save company assets in accordance with applicable provisions; and
- not use and utilize company assets for personal interests, group interests and/or political activities and other third parties.

## 11. Kegiatan Sosial dan Politik

Dalam kegiatan sosial, Perusahaan berkomitmen memberikan manfaat yang sebesar-besarnya bagi masyarakat baik secara langsung maupun tidak langsung sesuai ketentuan peraturan perundang-undangan. Perusahaan juga mendorong Insan KAI untuk mengikuti program tanggung jawab sosial dan lingkungan antara lain program donor darah, bantuan masa pandemi, operasional *rail clinic*, dan lain sebagainya.

Perusahaan berkomitmen menjamin hak setiap Insan KAI untuk berserikat dan menyalurkan aspirasi politiknya selama tidak bertentangan dengan ketentuan peraturan perundang-undangan peraturan perundang-undangan dan ketentuan di Perusahaan. Perusahaan bersikap netral dengan tidak memberikan kontribusi yang berasal dari dana Perusahaan atau menggunakan aset Perusahaan yang ditujukan untuk mendukung partai politik atau kandidat jabatan politik mana pun. Sebagai bentuk komitmennya, Insan KAI dilarang:

- a. menjadi anggota dan/atau pengurus partai politik;
- b. ikut serta dalam kegiatan partai politik dan kandidat jabatan politik;
- c. melakukan kegiatan politik di lingkungan Perusahaan;
- d. menggunakan sarana, fasilitas, aset, dan dana Perusahaan untuk kepentingan partai politik atau kandidat jabatan politik;
- e. melakukan kampanye atau melakukan aktivitas yang menggambarkan bentuk keberpihakan atau penolakan pada partai politik dan/atau kandidat jabatan politik baik secara nyata dan/atau daring termasuk melalui media sosial (*posting*, komen, *share*, *like*);
- f. foto bersama dengan kandidat jabatan politik atau memasang segala bentuk gambar yang menggambarkan bentuk dukungan atau keberpihakan, termasuk berfoto dengan mengikuti simbol gerakan tangan/gerakan yang mengindikasikan keberpihakan;
- g. menjadi pembicara/narasumber dalam kegiatan partai politik dan/atau kandidat jabatan politik;
- h. mengadakan kegiatan yang mengarah keberpihakan atau dukungan pada partai politik dan/atau kandidat jabatan politik antara lain berupa pertemuan, ajakan, himbauan, seruan dan/atau pemberian barang;
- i. membuat kebijakan Perusahaan yang dapat merugikan atau menguntungkan salah satu partai politik dan/atau kandidat jabatan politik dan bertentangan dengan ketentuan peraturan perundang-undangan;

## 11. Social and Political Activities

In social activities, the Company is dedicated to providing the greatest possible benefits to the community, both directly and indirectly, in accordance with applicable laws and regulations. The Company also encourages KAI Personnel to engage in social and environmental responsibility programs, such as blood donation initiatives, pandemic assistance, rail clinic operations, and more.

The Company is committed to protecting the rights of every KAI Personnel to associate and express their political aspirations, provided these actions do not conflict with legal provisions and Company policies. The Company maintains neutrality by refraining from making contributions from Company funds or utilizing Company assets to support any political party or candidate. To reinforce this commitment, KAI Personnel are prohibited from:

- a. Becoming a member or administrator of a political party;
- b. Participating in political party activities or with political office candidates;
- c. Engaging in political activities within the Company;
- d. Using Company facilities, assets, or funds for the benefit of a political party or candidate;
- e. Conducting campaigns or activities that show partisanship or opposition to any political party or candidate, whether in real life or online, including through social media (such as posting, commenting, sharing, or liking);
- f. Taking photographs with political candidates or posting any images that indicate support or partisanship, including gestures associated with partisanship;
- g. Serving as a speaker or resource person in political party activities or with political candidates;
- h. Organizing activities that promote partisanship or support for a political party or candidate, including meetings, invitations, appeals, or distributing goods;
- i. Creating Company policies that may harm or benefit any political party or candidate and that contradict legal provisions;

- j. menjadi anggota atau simpatisan organisasi dan/atau paham yang dilarang oleh ketentuan peraturan perundang-undangan atau Pemerintah; dan
- k. mengikuti kegiatan penyampaian pendapat di muka umum yang bertentangan dengan ketentuan peraturan perundang-undangan; dan
- l. melakukan aktivitas, mengikuti kegiatan, dan/atau membuat unggahan gambar dan/atau informasi yang bertentangan dengan ketentuan peraturan perundang-undangan.

- j. Becoming a member or supporter of any organization or ideology that is prohibited by legal provisions or government regulations;
- k. Participating in public expressions of opinion that contradict legal provisions;
- l. Engaging in activities or disseminating images or information that violate legal provisions.

## 12. Etika yang Terkait dengan Pemangku Kepentingan (Stakeholders)

Dalam rangka mewujudkan hubungan yang berkualitas dan beretika dengan pemangku kepentingan (*stakeholders*), Perusahaan mempunyai komitmen sebagai berikut:

- a. Hubungan dengan Pekerja  
Perusahaan menghormati dan memenuhi hak-hak Pekerja serta berkomitmen untuk:
  - 1) menerapkan penghargaan dan sanksi secara adil;
  - 2) melaksanakan ketentuan dalam Perjanjian Kerja Bersama;
  - 3) menyediakan sarana partisipasi, seperti konsultasi, diskusi, dan/atau forum bipartit antara serikat pekerja atau wakil pekerja dengan manajemen;
  - 4) menghargai kreativitas, inovasi dan inisiatif pekerja yang memberikan nilai tambah terhadap Perusahaan; dan
  - 5) menyosialisasikan peraturan perundang-undangan dan peraturan di Perusahaan yang berhubungan dengan Insan KAI.
- b. Hubungan dengan Pelanggan  
Perusahaan berkomitmen:
  - 1) memberikan pelayanan terbaik melebihi standar pelayanan minimum;
  - 2) memberikan informasi yang diperlukan pengguna jasa secara benar, akurat, dan tepat waktu;
  - 3) menindaklanjuti keluhan pelanggan; dan
  - 4) mematuhi ketentuan peraturan perundang-undangan, memastikan keselamatan, ketepatan waktu, pelayanan dan kenyamanan.
- c. Hubungan dengan mitra kerja dan/atau penyedia barang dan jasa  
Perusahaan berkomitmen melakukan perikatan yang saling menguntungkan, adil, dan sehat dengan mitra kerja dan penyedia barang dan jasa sesuai ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan. Untuk mewujudkan hal tersebut, Insan KAI harus:

## 12. Ethics Related to Stakeholders

In order to realize quality and ethical relationships with stakeholders, the Company has the following commitments:

- a. Relations with Workers  
The Company respects and fulfills Workers' rights and is committed to:
  - 1) apply rewards and sanctions fairly;
  - 2) implement the provisions in the Collective Labor Agreement;
  - 3) provide means of participation, such as consultation, discussion, and/or bipartite forums between labor unions or worker representatives and management;
  - 4) appreciate creativity, innovation and employee initiatives that provide added value to the Company; and
  - 5) disseminate laws and regulations in the Company that relate to KAI Personnel.
- b. Relations with Customers  
The Company is committed to:
  - 1) providing the best service beyond minimum service standards;
  - 2) providing information needed by service users correctly, accurately, and on time;
  - 3) following up on customer complaints; and
  - 4) complying with the provisions of laws and regulations, ensuring safety, timeliness, service and comfort.
- c. Relationship with work partners and/or providers of goods and services  
The Company is committed to carrying out mutually beneficial, fair and healthy contracts with partners and providers of goods and services in accordance with the provisions of laws and regulations and provisions in the Company. To realize this, KAI Personnel must:

- 1) memastikan bahwa kegiatan usaha dan proses bisnis Perusahaan dijalankan sesuai ketentuan peraturan perundang-undangan dan Anggaran Dasar;
  - 2) melakukan praktik bisnis yang adil, etis, dan berintegritas;
  - 3) melaksanakan proses pengadaan barang dan jasa yang transparan, adil, akuntabel, dan kompetitif sesuai ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan untuk mendapatkan penyedia barang dan jasa yang memenuhi kualifikasi persyaratan pekerjaan dan harga yang dapat dipertanggungjawabkan;
  - 4) menjalin komunikasi yang baik dengan mitra kerja dan/atau penyedia barang dan jasa.
- d. Hubungan dengan Pemerintah
- Perusahaan berkomitmen:
- 1) memberikan informasi secara akurat dan tepat waktu, memelihara hubungan baik, dan komunikasi efektif dengan setiap jajaran Pemerintah yang berhubungan dengan bisnis perusahaan dalam batas koridor yang tidak bertentangan dengan ketentuan peraturan perundang-undangan;
  - 2) menjamin bahwa jajaran Pemerintah akan dapat melaksanakan kewenangannya sesuai dengan ketentuan peraturan perundang-undangan;
  - 3) mematuhi ketentuan peraturan perundang-undangan yang terkait operasi Perusahaan termasuk ketaatan pembayaran pajak, ketenagakerjaan, perizinan, dan lingkungan hidup;
  - 4) berupaya meningkatkan secara optimal nilai pemegang saham diantaranya tingkat laba, tingkat pertumbuhan, valuasi Perusahaan, dan pencapaian target-target yang telah disepakati.
- e. Hubungan dengan Masyarakat
- Perusahaan berkomitmen melaksanakan tanggung jawab sosial untuk mendukung keberlanjutan perusahaan melalui program tanggung jawab sosial dan lingkungan yang terbagi menjadi tiga program yaitu hubungan komunitas, program kemitraan, dan bina lingkungan. Perusahaan berkomitmen mengantisipasi dampak negatif terhadap masyarakat yang ditimbulkan oleh kegiatan usaha Perusahaan. Untuk mewujudkan komitmen hubungan dengan masyarakat, Insan KAI harus:
- 1) berpartisipasi dalam menyukseskan program tanggung jawab sosial dan lingkungan; dan
  - 2) tidak menyalahgunakan program Tanggung Jawab Sosial dan Lingkungan untuk kepentingan pribadi atau golongan tertentu.
- 1) ensure that the Company's business activities and business processes are carried out in accordance with the provisions of laws and regulations and the Articles of Association;
  - 2) carry out fair, ethical, and integrity-based business practices;
  - 3) carry out transparent, fair, accountable, and competitive procurement processes for goods and services in accordance with the provisions of laws and regulations and provisions in the Company to obtain providers of goods and services that meet the qualifications of job requirements and prices that can be accounted for;
  - 4) establish good communication with work partners and/or providers of goods and services.
- d. Relations with the Government
- The Company is committed to:
- 1) provide information accurately and on time, maintain good relations, and effective communication with every level of Government related to the company's business within the corridor limits that do not conflict with the provisions of laws and regulations;
  - 2) ensure that the Government will be able to exercise its authority in accordance with the provisions of laws and regulations;
  - 3) comply with the provisions of laws and regulations related to the Company's operations including compliance with tax payments, employment, licensing, and the environment;
  - 4) strive to optimally increase shareholder value including profit levels, growth rates, Company valuations, and achievement of agreed targets.
- e. Relations with the Community
- The Company is committed to implementing social responsibility to support the sustainability of the Company through social and environmental responsibility programs that are divided into three programs, namely community relations, partnership programs, and environmental development. The Company is committed to anticipating negative impacts on the community caused by the Company's business activities. To realize the commitment to community relations, KAI personnel must:
- 1) participate in the success of social and environmental responsibility programs; and
  - 2) not misuse the Social and Environmental Responsibility program for personal or group interests.

## f. Hubungan dengan Kreditur

Perusahaan melindungi hak dan kepentingan kreditur, serta berkomitmen:

- 1) melakukan pinjaman dengan kreditur yang memenuhi persyaratan sesuai ketentuan peraturan perundang-undangan dan tidak mempunyai benturan kepentingan dengan Perusahaan;
- 2) mematuhi kewajiban sesuai perjanjian;
- 3) menjamin setiap pinjaman dengan agunan yang memadai dan sah;
- 4) mengelola dana pinjaman secara efektif; dan
- 5) memberikan informasi keadaan Perusahaan yang akurat kepada kreditur sesuai perjanjian.

## f. Relationship with Creditors

The Company protects the rights and interests of creditors, and is committed to:

- 1) making loans with creditors who meet the requirements according to the provisions of laws and regulations and do not have a conflict of interest with the Company;
- 2) complying with obligations according to the agreement;
- 3) guaranteeing each loan with adequate and valid collateral;
- 4) managing loan funds effectively; and
- 5) providing accurate information on the Company's condition to creditors according to the agreement.

**13. Penegakan Pedoman Perilaku**

Perusahaan berkomitmen menjalankan kegiatan usaha secara etis dan mematuhi semua ketentuan peraturan perundang-undangan. Insan KAI harus memastikan tidak akan terlibat dalam perilaku atau aktivitas yang dapat menimbulkan pertanyaan tentang kejujuran, integritas, atau menyebabkan rusaknya reputasi Perusahaan.

Untuk mewujudkan komitmen ini, Insan KAI:

- a. harus menandatangani komitmen kepatuhan setiap tahun secara elektronik;
- b. harus melaporkan pelanggaran yang berpotensi menimbulkan kerugian secara material dan/atau citra Perusahaan antara lain tindakan korupsi, kecurangan, penyuapan/gratifikasi, dan pelanggaran etik kepada atasan tertinggi atau melalui media penanganan pengaduan (*Whistle Blowing System*).

**13. Enforcement of Code of Conduct**

The Company is committed to conducting business activities ethically and complying with all provisions of laws and regulations. KAI personnel must ensure that they will not engage in behavior or activities that may raise questions about honesty, integrity, or cause damage to the Company's reputation.

To realize this commitment, KAI personnel:

- a. must sign an annual compliance commitment electronically;
- b. must report violations that have the potential to cause material losses and/or the Company's image, including acts of corruption, fraud, bribery/gratuity, and ethical violations to the highest superior or through the complaint handling media (*Whistle Blowing System*).

**14. Pelanggaran dan Sanksi**

Pelanggaran atas Pedoman Perilaku (*Code of Conduct*) ini diberikan sanksi sesuai Perjanjian Kerja Bersama dan ketentuan peraturan perundang-undangan melalui mekanisme yang berlaku di Perusahaan.

**14. Violations and Sanctions**

Violations of this Code of Conduct will be subject to sanctions in accordance with the Joint Work Agreement and provisions of laws and regulations through the mechanisms applicable in the Company.

**KEPATUHAN TERHADAP PEDOMAN PERILAKU**

Penandatanganan pernyataan kepatuhan terhadap pedoman perilaku (*code of conduct*) oleh Dewan Komisaris, Direksi dan seluruh Insan Perseroan setiap tahun sekali merupakan wujud komitmen Perseroan terhadap pedoman perilaku (*code of conduct*). Seluruh Dewan Komisaris, Direksi dan seluruh Insan Perseroan menyatakan berkomitmen:

1. Bertindak sesuai pedoman perilaku.
2. Menjalankan proses bisnis perusahaan berdasarkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

**COMPLIANCE WITH THE CODE OF CONDUCT**

The annual signing of the statement of compliance with the code of conduct by the Board of Commissioners, Board of Directors, and all Company Personnel demonstrates the Company's commitment to these code of conduct. All members of the Board of Commissioners, Board of Directors, and Company Personnel declare their commitment to:

1. Acting in accordance with the code of conduct.
2. Conducting the Company's business processes based on the principles of good corporate governance.



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| <ol style="list-style-type: none"> <li>3. Menghindari aktivitas yang dapat menimbulkan benturan kepentingan.</li> <li>4. Tidak melakukan tindakan penyuapan yaitu menawarkan, menjanjikan, memberikan, menerima, atau meminta keuntungan/sesuatu yang tidak semestinya dalam lingkup pekerjaan.</li> <li>5. Melaporkan setiap pelanggaran yang kami saksikan kepada otoritas yang berwenang atau media <i>Whistle Blowing System</i>.</li> <li>6. Menolak dan melaporkan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban.</li> <li>7. Menjaga kerahasiaan atas semua data dan informasi dalam bentuk apapun milik PT Kereta Api Indonesia (Persero) ("Data dan Informasi Perusahaan") dan tidak mengungkapkan, menyebarluaskan, mengalihkan atau memberikan data dan informasi dimaksud kepada pihak lain tanpa hak termasuk ketika setelah tidak ada hubungan kerja dengan Perusahaan;</li> <li>8. Menerapkan prinsip Pelindungan Data Pribadi sesuai ketentuan peraturan perundang-undangan dan produk hukum Perusahaan, termasuk tidak melakukan hal-hal sebagai berikut: <ol style="list-style-type: none"> <li>a. secara melawan hukum memperoleh atau mengumpulkan Data Pribadi yang bukan miliknya dengan maksud untuk menguntungkan diri sendiri atau orang lain yang dapat mengakibatkan kerugian Subjek Data Pribadi;</li> <li>b. secara melawan hukum mengungkapkan dan/atau menggunakan Data Pribadi yang bukan miliknya; dan</li> <li>c. membuat Data Pribadi palsu atau memalsukan Data Pribadi dengan maksud untuk menguntungkan diri sendiri atau orang lain yang dapat mengakibatkan kerugian bagi orang lain.</li> </ol> </li> <li>9. Menerima konsekuensi jika melakukan pelanggaran terhadap peraturan perusahaan dan perundang-undangan yang berlaku.</li> </ol> | <ol style="list-style-type: none"> <li>3. Avoiding activities that may create a conflict of interest.</li> <li>4. Not engaging in bribery, which includes offering, promising, giving, receiving, or requesting benefits that are inappropriate within the scope of work.</li> <li>5. Reporting any witnessed violations to the appropriate authorities or using the Whistle Blowing System.</li> <li>6. Rejecting and reporting any gratuity related to their position that contradicts their obligations.</li> <li>7. Maintaining the confidentiality of all data and information belonging to PT Kereta Api Indonesia (Persero) ("Company Data and Information") and not disclosing, disseminating, transferring, or providing this data to unauthorized parties, even after the termination of their working relationship with the Company.</li> <li>8. Implementing the principle of Personal Data Protection in accordance with applicable laws and regulations, which includes refraining from the following actions: <ol style="list-style-type: none"> <li>a. Unlawfully obtaining or collecting Personal Data that does not belong to them for personal or others' gain, potentially causing loss to the Personal Data Subject.</li> <li>b. Illegally disclosing or using Personal Data that does not belong to them.</li> <li>c. Creating or falsifying Personal Data with the intention of benefiting themselves or others, which could result in harm to others.</li> </ol> </li> <li>9. Accepting the consequences for any violations of company regulations and applicable laws.</li> </ol> |
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Perusahaan menetapkan Peraturan Direksi No. PER.U/KC.202/II/1/KA-2022 tentang Pedoman Perilaku (*Code of Conduct*). Insan KAI wajib mematuhi, mengimplementasikan dan menandatangani pernyataan kepatuhan pedoman perilaku secara elektronik setiap tahunnya. Monitoring kepatuhan pernyataan kepatuhan pedoman perilaku sampai dengan 31 Desember 2024, sebagai berikut:

The Company has established Board of Directors Regulation No. PER.U/KC.202/II/1/KA-2022 concerning the Code of Conduct. All KAI personnel are required to comply with, implement, and electronically sign the statement of compliance with the code of conduct each year. Compliance with the statement will be monitored until December 31, 2024, as outlined below:

## Rekapitulasi Kepatuhan Penandatanganan Pedoman Recapitulation of Compliance Signing of the 2024 Code of Conduct Perilaku Tahun 2024

| No    | Personal Area                                          | Jumlah Pekerja / Total Employees | Sudah TTD / Signed  |        | Belum TTD / Unsigned |      |
|-------|--------------------------------------------------------|----------------------------------|---------------------|--------|----------------------|------|
|       |                                                        |                                  | Pekerja / Employees | %      | Pekerja / Employees  | %    |
| 1     | Kantor Pusat / Head Office                             | 1.889                            | 1.889               | 100,0% | 0                    | 0,0% |
| 2     | Kesehatan / Health                                     | 20                               | 20                  | 100,0% | 0                    | 0,0% |
| 3     | Gudang Persediaan / Inventory Warehouse                | 38                               | 38                  | 100,0% | 0                    | 0,0% |
| 4     | Pendidikan & Pelatihan / Education & Training          | 209                              | 209                 | 100,0% | 0                    | 0,0% |
| 5     | DIVISI LRT / LRT DIVISION                              | 609                              | 609                 | 100,0% | 0                    | 0,0% |
| 6     | DAOP 1 JAK / JAK 1 OPERATIONAL AREA                    | 3.024                            | 3.024               | 100,0% | 0                    | 0,0% |
| 7     | DAOP 2 BD / BD 2 OPERATIONAL AREA                      | 1.828                            | 1.828               | 100,0% | 0                    | 0,0% |
| 8     | DAOP 3 CN / CN 3 OPERATIONAL AREA                      | 1.312                            | 1.312               | 100,0% | 0                    | 0,0% |
| 9     | DAOP 4 SM / SM 4 OPERATIONAL AREA                      | 1.807                            | 1.807               | 100,0% | 0                    | 0,0% |
| 10    | DAOP 5 PWT / PWT 5 OPERATIONAL AREA                    | 1.787                            | 1.787               | 100,0% | 0                    | 0,0% |
| 11    | DAOP 6 YK / YK 6 OPERATIONAL AREA                      | 1.945                            | 1.945               | 100,0% | 0                    | 0,0% |
| 12    | DAOP 7 MN / MN 7 OPERATIONAL AREA                      | 1.259                            | 1.259               | 100,0% | 0                    | 0,0% |
| 13    | DAOP 8 SB / SB 8 OPERATIONAL AREA                      | 2.402                            | 2.402               | 100,0% | 0                    | 0,0% |
| 14    | DAOP 9 JR / JR 9 OPERATIONAL AREA                      | 965                              | 965                 | 100,0% | 0                    | 0,0% |
| 15    | DIVRE I SU / SU I REGIONAL DIVISION                    | 1.445                            | 1.445               | 100,0% | 0                    | 0,0% |
| 16    | SUB DIVRE I ACEH / ACEH I REGIONAL SUB-DIVISION        | 18                               | 18                  | 100,0% | 0                    | 0,0% |
| 17    | DIVRE II SB / SB II REGIONAL DIVISION                  | 565                              | 565                 | 100,0% | 0                    | 0,0% |
| 18    | DIVRE III PG / PG III REGIONAL DIVISION                | 3.131                            | 3.131               | 100,0% | 0                    | 0,0% |
| 19    | DIVRE IV TNK / TNK IV REGIONAL DIVISION                | 2.198                            | 2.198               | 100,0% | 0                    | 0,0% |
| 20    | BY Pulubrayan / Pulubrayan Railway Workshop            | 94                               | 94                  | 100,0% | 0                    | 0,0% |
| 21    | BY Lahat / Lahat Railway Workshop                      | 347                              | 347                 | 100,0% | 0                    | 0,0% |
| 22    | BY Manggarai / Manggarai Railway Workshop              | 324                              | 324                 | 100,0% | 0                    | 0,0% |
| 23    | BY Tegal / Tegal Railway Workshop                      | 255                              | 255                 | 100,0% | 0                    | 0,0% |
| 24    | BY Yogyakarta Yogyakarta / Yogyakarta Railway Workshop | 391                              | 391                 | 100,0% | 0                    | 0,0% |
| 25    | BY Surabaya Gubeng / Surabaya Gubeng Railway Workshop  | 276                              | 276                 | 100,0% | 0                    | 0,0% |
| Total |                                                        | 28.138                           | 28.138              | 100,0% | 0                    | 0,0% |

### PENYEBAR LUASAN PEDOMAN PERILAKU

Perseroan memahami bahwa sosialisasi merupakan tahapan penting dari penerapan pedoman perilaku. Secara berkala, Perseroan memastikan bahwa Pedoman Perilaku Perusahaan telah dikomunikasikan, dipahami dan dilaksanakan oleh seluruh Insan KAI. Sosialisasi tersebut yang dilakukan antara lain melalui kegiatan:

1. Sosialisasi etika bisnis dan budaya perusahaan termasuk di dalamnya terkait gratifikasi kepada manajemen puncak, jajaran pelaksana, hingga kepada pemangku kepentingan yang dilakukan baik melalui tatap muka maupun pertemuan virtual.

### DISSEMINATION OF THE CODE OF CONDUCT

The Company understands that dissemination is an important stage in implementing the code of conduct. Periodically, the Company ensures that the Company's Code of Conduct has been communicated, understood, and implemented by all KAI personnel. This dissemination is carried out, among others, through activities:

1. Dissemination of business ethics and company culture, including regarding gratuities to top management, executive staff, and stakeholders, is carried out both through face-to-face and virtual meetings.

2. Pemahaman atas pedoman perilaku diberikan kepada calon pekerja dalam program orientasi yang telah dimasukkan dalam rencana pembelajaran (silabus) Perseroan.
3. Sosialisasi etika bisnis dan perilaku bisnis oleh manajemen puncak setiap unit di unitnya masing-masing.
4. Memuat etika bisnis dan perilaku bisnis di Media Internal Kontak yang merupakan sarana sosialisasi dan komunikasi keluarga besar Perseroan.
5. Sosialisasi melalui media *e-office*, *e-mail milis broadcast*, spanduk, media sosial, dan media massa.

### UPAYA PENERAPAN DAN PENEGAKAN PEDOMAN PERILAKU

Perseroan senantiasa berupaya menegakkan Pedoman Perilaku Perseroan melalui berbagai ketentuan, kegiatan, komitmen, serta pembentukan tim penegakkan Pedoman Perilaku. Untuk menunjukkan komitmen menerapkan Pedoman Perilaku, setiap insan KAI diwajibkan membaca serta memahami dengan baik Pedoman Perilaku dan menandatangani Pernyataan Kepatuhan terhadap Pedoman Perilaku. Para mitra kerja/rekanan Perseroan juga diwajibkan menandatangani Pakta Integritas, terutama bagi rekanan Perseroan yang bekerja sama dalam pengadaan barang dan/atau jasa. Perseroan memberikan kesempatan kepada setiap pekerja untuk menyampaikan laporan dugaan pelanggaran Pedoman Perilaku melalui manajemen atau melalui sarana *Whistle Blowing System*.

### JENIS SANKSI PELANGGARAN PEDOMAN PERILAKU

Sesuai dengan Perjanjian Kerja Bersama (PKB) Periode 2024–2026 Pasal 50 dan Pasal 52.

Informasi jenis sanksi pelanggaran pedoman perilaku di tahun 2024 adalah sebagai berikut:

| Pelanggaran Disiplin /<br>Disciplinary Violation | Jenis Hukuman Disiplin /<br>Types of Disciplinary Sanctions                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tingkat I / Level I                              | 1. Teguran tertulis yang berlaku selama 6 (enam) bulan atau / Written warning valid for 6 (six) months or<br>2. Pemotongan Tunjangan Kinerja sebesar 10 % (sepuluh persen), selama 6 (enam) bulan. / Reduction of Performance Allowance by 10% (ten percent), for 6 (six) months.                                                                                                                                                                                                                                            |
| Tingkat II / Level II                            | 1. Pemotongan Tunjangan Kinerja sebesar 20 % (dua puluh persen), selama 6 (enam) bulan. / Performance Allowance deduction of 20% (twenty percent), for 6 (six) months.<br>2. Pemotongan Tunjangan Kinerja sebesar 30 % (tiga puluh persen), selama 6 (enam) bulan. / Performance Allowance deduction of 30% (thirty percent), for 6 (six) months.<br>3. Pemotongan Tunjangan Kinerja sebesar 40 % (empat puluh persen), selama 6 (enam) bulan. / Performance Allowance deduction of 40% (forty percent), for 6 (six) months. |
| Tingkat III / Level III                          | 1. Pemotongan Tunjangan Kinerja sebesar 60 % (enam puluh persen), selama 6 (enam) bulan atau / Deduction of Performance Allowance by 60% (sixty percent), for 6 (six) months or<br>2. Demosi. / Demotion.                                                                                                                                                                                                                                                                                                                    |
| Tingkat Berat / Severe Level                     | Pelanggaran disiplin tingkat berat berupa PHK / Serious disciplinary violations in the form of dismissal                                                                                                                                                                                                                                                                                                                                                                                                                     |

2. Understanding of the behavioral guidelines is provided to prospective employees in an orientation program that has been included in the Company's learning plan (syllabus).
3. Dissemination of business ethics and business behavior by top management of each unit in their respective units.
4. Contains business ethics and business behavior in Internal Contact Media which is a means of dissemination and communication for the Company's extended family.
5. Dissemination through *e-office* media, *e-mail broadcast* mailing lists, banners, social media, and mass media.

### EFFORTS TO IMPLEMENT AND ENFORCE THE CODE OF CONDUCT

The Company always strives to enforce the Company's Code of Conduct through various provisions, activities, commitments, as well as the formation of a Code of Conduct enforcement team. To demonstrate commitment to implementing the Code of Conduct, every KAI employee is required to read and understand the Code of Conduct properly and sign a Statement of Compliance with the Code of Conduct. The Company's work partners/associates are also required to sign an Integrity Pact, especially for Company partners who collaborate in the procurement of goods and/or services. The Company provides every employee with the opportunity to submit reports of alleged violations of the Code of Conduct through management or through the *Whistleblowing System*.

### TYPES OF SANCTIONS FOR VIOLATIONS OF THE CODE OF CONDUCT

In line with the Collective Work Agreement (PKB) of 2024–2026, Article 50 and Article 52.

Information on the types of sanctions for violating the code of conduct in 2024 is as follows:

### KASUS PELANGGARAN PEDOMAN PERILAKU

Kasus pelanggaran pedoman perilaku yang terjadi di tahun 2024 telah ditindaklanjuti dan diberikan sanksi berdasarkan jenis pelanggaran yang dilakukan. Informasi kasus pelanggaran yang terjadi di tahun 2023 dan 2024 adalah sebagai berikut:

#### Jumlah Pelanggaran Pedoman Perilaku

| Pelanggaran Disiplin / Disciplinary Violation | Number of Code of Conduct Violation Cases |      |
|-----------------------------------------------|-------------------------------------------|------|
|                                               | 2024                                      | 2023 |
| Tingkat I / Level I                           | -                                         | -    |
| Tingkat II / Level II                         | -                                         | -    |
| Tingkat III / Level III                       | 21                                        | 23   |
| Tingkat Berat / Serious Level                 | 55                                        | 33   |

### CODE OF CONDUCT VIOLATION CASES

Code of conduct violation cases that occurred in 2024 have been followed up and sanctions have been given based on the type of violation committed. Information on violation cases that occurred in 2023 and 2024 is as follows:

## Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

### *Performance Based Long Term Compensation Policy*

Hingga 31 Desember 2024, Perseroan belum memiliki kebijakan terkait pemberian kompensasi jangka panjang berbasis kinerja. Selain itu, Perseroan tidak memiliki program kepemilikan saham oleh pekerja dan/atau manajemen (ESOP/MSOP) mengingat Perseroan bukan merupakan Perusahaan Terbuka.

As of December 31, 2024, the Company has not had a policy regarding providing long-term performance-based compensation. In addition, the Company does not have a share ownership program for employees and/or management (ESOP/MSOP) considering that the Company is not a Public Company.

## Kebijakan Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris dan Direksi Serta Pelaksanaannya

### *Policy for Disclosure of Information on Share Ownership of the Board of Commissioners and Directors and its Implementation*

Hingga 31 Desember 2024, Perseroan bukan merupakan Perusahaan Terbuka dan tidak memperjualbelikan sahamnya kepada masyarakat. Sehingga informasi kepemilikan saham Dewan Komisaris dan Direksi, mencakup informasi setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham perusahaan tidak disajikan dalam laporan ini.

As of December 31, 2024, the Company was not a Public Company and did not sell its shares to the public. Therefore, information on share ownership of the Board of Commissioners and Board of Directors, including information after ownership occurs or any changes in ownership of company shares, is not disclosed in this report.

## Whistleblowing System

### *Whistleblowing System*

Demi melaksanakan nilai-nilai utama Perseroan secara konsisten, di samping sebagai penjagaan dan peningkatan kualitas pelaksanaan tata kelola perusahaan yang baik, Perseroan menetapkan Pedoman Penanganan Pengaduan (*Whistle Blowing System*) dengan tujuan-tujuan sebagai berikut:

In order to consistently implement the Company's core values, in addition to maintaining and improving the quality of good corporate governance implementation, the Company has established a Complaint Handling Guideline (*Whistle Blowing System*) with the following objectives:

1. Membangun dan menerapkan WBS untuk mempermudah Perseroan dalam menangani laporan-laporan pelanggaran sekaligus melindungi kerahasiaan identitas Pelapor serta tetap menjaga informasi ini dalam arsip khusus yang dijamin keamanannya.
  2. Tersedianya mekanisme deteksi dini atas kemungkinan terjadinya dampak buruk akibat suatu pelanggaran.
  3. Memperkuat upaya preventif dan mendorong pelaporan terhadap hal-hal yang dapat menimbulkan kerugian finansial termasuk hal-hal yang dapat merusak reputasi Perseroan dalam rangka memberikan pelayanan prima kepada pelanggan dan menjaga serta melindungi aset dan/ atau kepentingan Perseroan.
  4. Meningkatkan sistem pengawasan yang memberikan perlindungan kepada Pelapor dalam rangka pencegahan dan penyelesaian pelanggaran di lingkungan internal Perseroan.
  5. Timbulnya keengganan untuk melakukan pelanggaran sebagai dampak dari pengawasan oleh semua pihak.
  6. Meningkatkan reputasi Perseroan.
1. Developing and implementing a WBS to make it easier for the Company to handle violation reports while protecting the confidentiality of the identity of the Whistleblower and maintaining this information in a special archive whose security is guaranteed.
  2. Availability of early detection mechanisms for possible negative impacts resulting from a violation.
  3. Strengthen preventive efforts and encourage reporting of things that can cause financial losses, including things that can damage the Company's reputation in order to provide excellent service to customers and safeguard and protect the Company's assets and/or interests.
  4. Improving the supervision system that provides protection to Whistleblowers in the context of preventing and resolving violations in the Company's internal environment.
  5. The emergence of reluctance to commit violations as a result of supervision by all parties.
  6. Improve the Company's reputation.

Penerapan *Whistle Blowing System* di lingkungan Perseroan diatur dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 tanggal 12 Januari 2024 tentang Pedoman Penanganan Pengaduan (*Whistle Blowing System*).

The implementation of the Whistle Blowing System within the Company is regulated in the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/I/1/KA-2024 dated January 12, 2024 concerning Guidelines for Handling Complaints (*Whistle Blowing System*).

Perseroan menandatangani perjanjian kerja sama dengan Komisi Pemberantasan Korupsi (KPK) sebagai upaya mendukung upaya Pemerintah dalam melakukan pemberantasan tindak pidana korupsi. Perjanjian Kerja Sama (PKS) Nomor 70 Tahun 2021 dan KL.705/III/2/KA-2021 tanggal 2 Maret 2023 perihal Penanganan Pengaduan Dalam Upaya Pemberantasan Tindak Pidana Korupsi ini disahkan bersama dengan Kementerian Badan Usaha Milik Negara (BUMN) serta 26 BUMN lainnya. Lingkup Perjanjian Kerja Sama meliputi penyusunan dan/atau penguatan aturan internal Perseroan terkait penanganan pengaduan, komitmen pengelolaan penanganan pengaduan, penanganan pengaduan melalui aplikasi, koordinasi dan kegiatan bersama penanganan pengaduan serta pertukaran data dan/atau informasi.

The Company signed a cooperation agreement with the Corruption Eradication Commission (KPK) as an effort to support the Government's efforts in eradicating criminal acts of corruption. The Cooperation Agreement (PKS) No. 70 of 2021 and KL.705/III/2/KA-2021 dated March 2, 2023 concerning Whistle Blowing System in Efforts to Eradicate Criminal Acts of Corruption was ratified together with the Ministry of State-Owned Enterprises (BUMN) and 26 other BUMNs. The scope of the Cooperation Agreement includes the preparation and/or strengthening of the Company's internal regulations regarding complaint handling, commitment to managing complaint handling, handling complaints through applications, coordination and joint activities for handling complaints and exchange of data and/or information.

Pada tahun 2024 Perseroan telah merealisasikan program pembangunan WBS TPK Terintegrasi sesuai dengan rencana aksi yang telah disepakati pada tanggal 22 Mei 2024. KPK melakukan monitoring dan evaluasi kepada Perseroan pada tanggal 18 Desember 2018 yang bertujuan untuk mengetahui sejauh mana realisasi atas rencana pembangunan WBS TPK Terintegrasi tahun 2024 yang telah disepakati dan untuk

In 2024, the Company has realized the Integrated WBS TPK development program in accordance with the action plan agreed on May 22, 2024. The KPK conducted monitoring and evaluation of the Company on December 18, 2018, which aims to determine the extent of the realization of the Integrated WBS TPK development plan for 2024 that has been agreed upon and to identify problems and solutions to resolve



mengidentifikasi permasalahan dan solusi penyelesaiannya serta menyusun kegiatan untuk implementasi WBS TPK Terintegrasi tahun berikutnya.

Hasil monitoring dan evaluasi KPK menunjukkan komitmen yang baik dari Perseroan dengan dilaksanakannya kegiatan sebagaimana disepakati dalam rencana aksi. Kegiatan yang sifatnya berkelanjutan menjadi perhatian bersama untuk pelaksanaan tahun berikutnya.

### JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Insan Perseroan dan/atau masyarakat dapat menyampaikan pengaduan atas tindakan yang dilakukan oleh Insan Perseroan, anggota dewan komisaris Anak Perusahaan, atau anggota direksi Anak Perusahaan yang berkaitan dengan dugaan:

1. Tindak pidana korupsi, meliputi:
  - a. kerugian keuangan Perseroan;
  - b. pemberian suap;
  - c. penerimaan suap;
  - d. penggelapan dalam jabatan;
  - e. pemerasan;
  - f. perbuatan curang;
  - g. benturan kepentingan; dan/atau
  - h. gratifikasi
2. Tindak pidana lain-lain yang berkaitan dengan tindak pidana korupsi, meliputi:
  - a. merintangi proses pemeriksaan perkara korupsi;
  - b. tidak memberikan keterangan mengenai kekayaan;
  - c. tidak memberikan keterangan atau memberi keterangan palsu;
  - d. memegang rahasia jabatan, tidak memberikan keterangan, atau memberi keterangan palsu; dan/atau
  - e. sebagai saksi membuka identitas pelapor.
3. Pelanggaran pedoman perilaku dan/atau pelanggaran kode etik Perseroan.
4. Pelanggaran disiplin pekerja Perseroan.
5. Tindak diskriminasi.
6. Tindak kekerasan.
7. Tindak pelecehan.

### PENYAMPAIAN DAN PENANGANAN PENGADUAN

Pengaduan disampaikan kepada Unit pengelola WBS melalui:

1. Langsung, penyampaian secara lisan secara tatap muka atau menghubungi Unit pengelola WBS melalui nomor telepon 081214455300.

them and prepare activities for the implementation of the Integrated WBS TPK the following year.

The results of the KPK monitoring and evaluation show a good commitment from the Company by implementing activities as agreed in the action plan. Activities that are sustainable are a shared concern for implementation in the following year.

### TYPES OF REPORTABLE VIOLATIONS

The Company's personnel and/or the public may submit complaints regarding actions taken by the Company's personnel, members of the board of commissioners of a Subsidiary, or members of the board of directors of a Subsidiary relating to allegations of:

1. Corruption crimes, including:
  - a. financial losses to the Company;
  - b. giving bribes;
  - c. accepting bribes;
  - d. embezzlement in office;
  - e. extortion;
  - f. fraudulent acts;
  - g. conflicts of interest; and/or
  - h. gratuities.
2. Other criminal acts related to criminal acts of corruption, including:
  - a. obstructing the process of examining corruption cases;
  - b. not providing information regarding assets;
  - c. not providing information or providing false information;
  - d. holding official secrets, not providing information or providing false information; and/or
  - e. as a witness revealing the whistleblower's identity.
3. Violation of the Company's code of conduct and/or violation of the Company's code of conduct.
4. Violation of employee discipline.
5. Discrimination.
6. Violence.
7. Abuse.

### SUBMISSION AND HANDLING OF COMPLAINTS

Complaints are submitted to the WBS Management Unit through:

1. Verbally, namely through face-to-face or contacting the WBS Management Unit via telephone number 081214455300.

2. Surat kepada Unit pengelola WBS, Kantor Pusat PT Kereta Api Indonesia (Persero), Jalan Perintis Kemerdekaan Nomor 1 Bandung.
3. Surat elektronik dengan alamat kai-bersih@kai.id.
4. Aplikasi WBS.
5. Aplikasi pesan *WhatsApp* dengan nomor telepon 081214455300.

Mekanisme penyampaian pengaduan beserta penanganannya yang dilakukan Penyelenggara WBS adalah sebagai berikut:

1. Pelapor menyampaikan pengaduan melalui media *Whistle Blowing System* yaitu secara lisan, melalui surat, dan/ atau surat elektronik dengan alamat kaibersih@kai.id.
2. Dalam hal pengaduan dilakukan secara lisan, Pelapor datang menghadap sendiri kepada Unit Pengelola WBS atau menghubungi melalui telepon.
3. Pengaduan melalui surat, surat elektronik, aplikasi WBS, atau aplikasi pesan *WhatsApp* yang disampaikan memuat:
  - a. Identitas jelas Pelapor.
  - b. Identitas jelas Terlapor.
  - c. Perbuatan yang diduga dilanggar harus dilengkapi dengan waktu dan tempat kejadian, alasan penyampaian pengaduan, bagaimana pelanggaran itu terjadi.
  - d. Menyertakan bukti atau keterangan yang dapat mendukung pengaduan yang disampaikan.
  - e. Menyertakan nama, alamat, dan nomor kontak pihak lain yang dapat dimintai keterangan lebih lanjut untuk memperkuat pengaduan Pelapor.
4. Dalam hal Pelapor tidak mencantumkan identitasnya secara lengkap namun materi laporan logis dan memadai maka laporan pelanggaran dapat ditindaklanjuti.
5. Unit Pengelola WBS yang terdiri atas Petugas Administrasi, Petugas Verifikasi, dan Penelaah melakukan administrasi, verifikasi dan telaah terhadap pengaduan yang disampaikan.
6. Laporan hasil telaah beserta dokumen terkait penanganan pengaduan disampaikan kepada Penanggung Jawab (Direktur Utama) oleh Penelaah WBS.
7. Dalam hal terlapor merupakan anggota Dewan Komisaris atau anggota Direksi maka penelaah WBS selaku Unit Pengelola WBS wajib meneruskan pengaduan tersebut kepada pengelola sistem penanganan pengaduan dugaan pelanggaran WBS Kementerian BUMN.
8. Dalam hal Terlapor merupakan organ Dewan Komisaris maka penelaah WBS menyampaikan laporan hasil telaah pengaduan kepada Dewan Komisaris melalui penanggung jawab WBS (Direktur Utama).

2. Letter to the WBS Management Unit, Head Office of PT Kereta Api Indonesia (Persero), Jalan Perintis Kemerdekaan Number 1 Bandung.
3. Electronic mail with the address kai-bersih@kai.id.
4. WBS application.
5. WhatsApp messaging application with telephone number 081214455300.

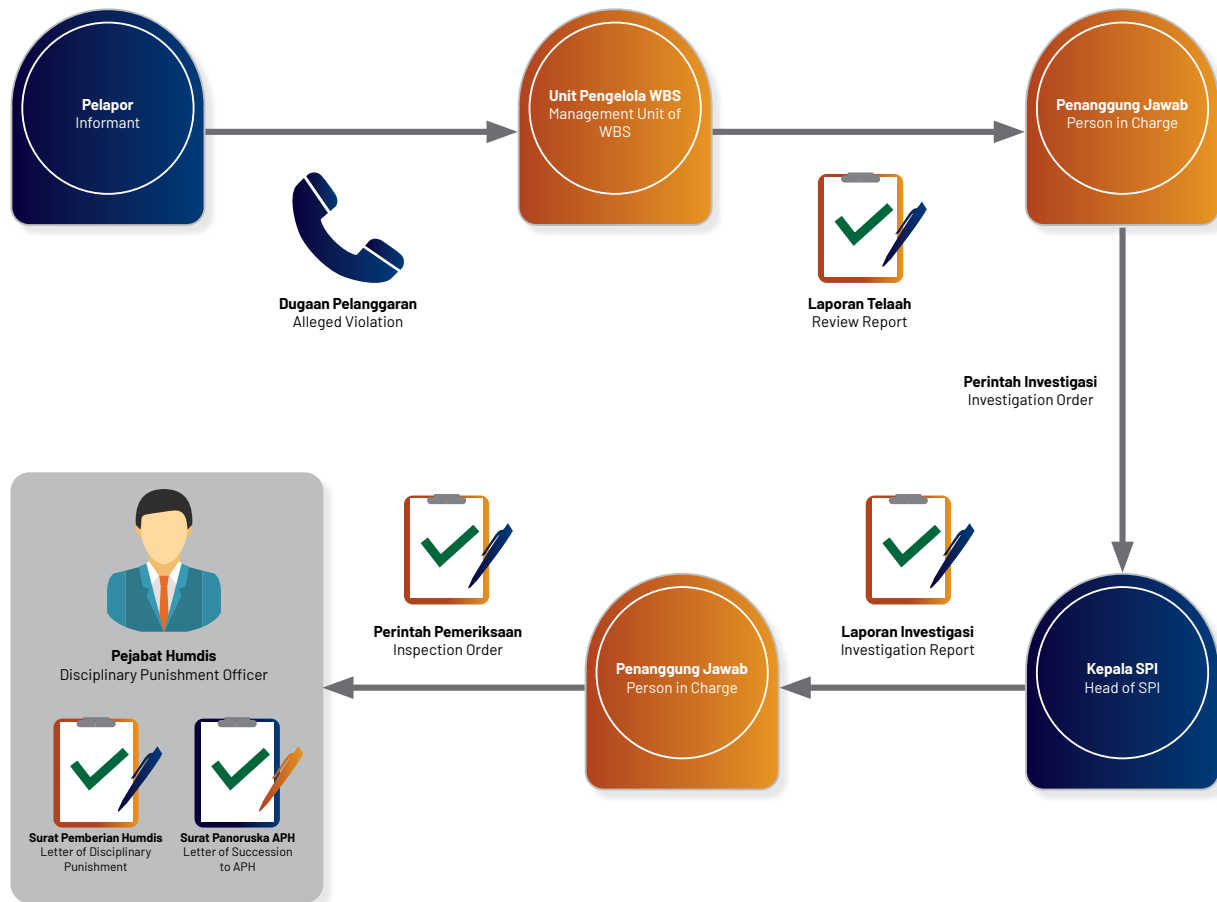
The mechanism for submitting complaints and handling them carried out by the WBS Organizer is as follows:

1. The Whistleblower submits a complaint through the Whistleblowing System, namely verbally, by letter, and/or by electronic mail with the address kaibersih@kai.id.
2. In the event that the complaint is made verbally, the Whistleblower comes to the WBS Management Unit in person or contacts by telephone.
3. The complaint submitted through letter, e-mail, WBS Application, or WhatsApp must contain at least:
  - a. Clear identity of the Whistleblower.
  - b. Clear identity of the Reported Party.
  - c. The act allegedly violated must be accompanied by the time and place of the incident, the reason for submitting the complaint, and how the violation occurred.
  - d. Include evidence or information that can support the complaint submitted.
  - e. Include the name, address, and contact number of other parties who can be asked for further information to strengthen the Whistleblower's complaint.
4. In the event that the Whistleblower does not include its complete identity but the report material is logical and adequate, the violation report can be followed up.
5. The WBS Management Unit consisting of Administrative Officers, Verification Officers, and Reviewers carries out administration, verification, and review of complaints submitted.
6. The review report along with documents related to complaint handling are submitted to the Person in Charge (President Director) by the WBS Reviewer.
7. In the event that the reported party is a member of the Board of Commissioners or a member of the Board of Directors, the WBS reviewer as the WBS Management Unit is obliged to forward the complaint to the manager of the whistleblowing system of the Ministry of SOEs.
8. In the event that the reported party is an organ of the Board of Commissioners, the WBS reviewer submits a report on the results of the complaint review to the Board of Commissioners through the person in charge of WBS (President Director).

9. Berdasarkan laporan hasil telaah bagi terlapor Pekerja yang berindikasi tindak pidana Korupsi penanggung jawab WBS meminta Executive Vice President of Internal Audit untuk melakukan audit investigatif.
  10. Dalam hal berdasarkan hasil audit investigatif disimpulkan terdapat dugaan penyimpangan dan/atau pelanggaran yang dilakukan oleh pekerja, penanggung jawab WBS selanjutnya meneruskan hasil audit investigatif kepada pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja.
  11. Dalam hal Terlapor merupakan Executive Vice President of Internal Audit, penanggung jawab WBS meneruskan laporan hasil telaah kepada Dewan Komisaris melalui komite audit.
  12. Terhadap laporan hasil telaah bagi terlapor Pekerja yang bukan berindikasi tindak pidana Korupsi penanggung jawab WBS selanjutnya meneruskan laporan hasil telaah kepada pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja atau Direktorat terkait.
  13. Pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja melakukan pemeriksaan dugaan pelanggaran disiplin berdasarkan laporan hasil audit investigatif atau laporan hasil telaah.
  14. Dalam hal berdasarkan hasil pemeriksaan pelanggaran disiplin, perbuatan Terlapor diduga merupakan tindak pidana maka pejabat yang berwenang menjatuhkan hukuman disiplin Pekerja atau kuasanya melaporkan kepada APH.
  15. Tindak lanjut hasil telaah untuk Pengaduan dengan Terlapor anggota Dewan Komisaris dan/atau anggota Direksi ditentukan oleh pengelola sistem penanganan pengaduan dugaan pelanggaran WBS Kementerian BUMN sesuai.
  16. Tindak lanjut hasil telaah untuk Pengaduan dengan Terlapor organ Dewan Komisaris dan/atau Executive Vice President of Internal Audit, ditentukan oleh Dewan Komisaris sesuai ketentuan peraturan perundang-undangan.
  17. Tindak lanjut hasil telaah untuk Pengaduan dengan Terlapor anggota Dewan Komisaris Anak Perusahaan Perseroan dan/atau anggota direksi Anak Perusahaan, ditentukan oleh penanggung jawab WBS.
9. Based on the report on the results of the review for the reported party, the Worker who is suspected of committing a criminal act of Corruption, the person in charge of WBS asks the Executive Vice President of Internal Audit to conduct an investigative audit.
  10. In the event that based on the results of the investigative audit, it is concluded that there are alleged irregularities and/or violations committed by the worker, the person in charge of WBS then forwards the results of the investigative audit to the official who has the authority to impose disciplinary sanctions on the Worker.
  11. In the case where the Reported Party is the Executive Vice President of Internal Audit, the person in charge of WBS forwards the review report to the Board of Commissioners through the audit committee.
  12. For the report of the results of the review for the reported Worker who does not indicate a criminal act of Corruption, the person in charge of the WBS then forwards the report of the results of the review to the official who has the authority to impose disciplinary sanctions on the Worker or the relevant Directorate.
  13. The official who has the authority to impose disciplinary sanctions on the Worker conducts an examination of the alleged disciplinary violation based on the investigative audit report or the review report.
  14. If based on the results of the disciplinary violation examination, the Reported Party's actions are suspected of being a criminal act, the official who has the authority to impose disciplinary sanctions on the Worker or his/her attorney reports to the APH.
  15. Follow-up to the results of the review for Complaints with the Reported Party being a member of the Board of Commissioners and/or a member of the Board of Directors is determined by the manager of the whistleblowing system for handling complaints of alleged violations (whistleblowing system) of the Ministry of SOEs as appropriate.
  16. Follow-up of the review results for Complaints with the Reported Party being the Board of Commissioners and/or the Executive Vice President of Internal Audit, determined by the Board of Commissioners in accordance with the provisions of laws and regulations.
  17. Follow-up of the review results for Complaints with the Reported Party being a member of the Board of Commissioners of the Company's Subsidiary and/or a member of the Board of Directors of the Subsidiary, determined by the person in charge of the WBS.

Penanganan pengaduan WBS dijelaskan melalui alur bagan sebagai berikut:

The handling of WBS complaints is explained through the following flowchart:



### PERLINDUNGAN BAGI WHISTLEBLOWER

Melalui penerapan *Whistle Blowing System*, Perseroan menjamin pemberian hak bagi pihak pelapor dengan uraian sebagai berikut:

1. Memantau perkembangan laporan pelanggaran.
2. Dirahasiakan dan/atau disamarkan identitasnya, dengan cara:
  - a. Membuat nama samaran yang hanya diketahui oleh Pelapor.
  - b. Menggunakan nama/identitas yang unik dan tidak menggambarkan identitas Pelapor.
  - c. Tidak memberitahukan data-data pribadi, seperti nama Pelapor, atau hubungan Pelapor dengan Terlapor.
  - d. Tidak memberitahukan data-data/informasi yang memungkinkan bagi orang lain untuk melakukan pelacakan.
3. Dalam hal pada proses hukum memerlukan dibukanya identitas pelapor maka hak pelapor untuk dirahasiakan dan/atau disamarkan identitasnya dikecualikan.

### PROTECTION FOR WHISTLEBLOWERS

Through the implementation of the *Whistle Blowing System*, the Company guarantees the granting of rights to the reporting party with the following description:

1. Monitor the progress of violation reports.
2. The identity is kept confidential and/or disguised, by:
  - a. Create a pseudonym known only to the Whistleblower.
  - b. Use a name/identity that is unique and does not describe the Whistleblower's identity.
  - c. Do not disclose personal data, such as the Whistleblower's name, or the relationship between the Whistleblower and the Reported Party.
  - d. Do not provide data/information that makes it possible for other people to carry out tracking.
3. If the legal process requires the disclosure of the whistleblower's identity, the whistleblower's right to keep his/her identity confidential and/or disguised is exempted.

4. Mendapat keringanan dalam hal turut terlibat dalam perkara yang dilaporkan.
5. Menghadirkan saksi yang mengetahui atau memiliki informasi tentang terjadinya pelanggaran.
6. Diberikan bimbingan konseling.
7. Mendapat perlindungan sesuai peraturan perundang-undangan.

Akan tetapi, perlindungan dapat ditolak atau dihentikan dalam hal Pelapor tidak melakukan kewajibannya dalam menjaga kerahasiaan identitas diri dan laporannya dan/atau terbukti laporan pelanggaran yang disampaikan fitnah atau mempunyai tujuan yang menyimpang dari tujuan penyelenggaraan WBS. Pelapor yang terlibat dalam pelanggaran yang dilaporkannya tetap diproses sesuai dengan ketentuan yang berlaku.

#### PENGELOLA LAPORAN PELANGGARAN

Penanganan WBS dilakukan oleh penyelenggara WBS yang terdiri dari:

1. Direktur Utama sebagai penanggung jawab WBS.
2. Unit Pengelola WBS.
3. Executive Vice President of Internal Audit sebagai penanggung jawab tim investigatif WB.
4. Pejabat yang berwenang menjatuhkan hukuman disiplin

Penanggung jawab WBS mempunyai tugas dan wewenang untuk:

1. Menugaskan Executive Vice President of Internal Audit untuk melaksanakan audit/pemeriksaan investigatif terhadap laporan hasil telaah yang terindikasi terjadinya pelanggaran.
2. Memerintahkan pejabat yang berwenang menjatuhkan hukuman disiplin untuk melaksanakan pemeriksaan hukuman disiplin berdasarkan hasil audit/pemeriksaan investigatif.
3. Menyampaikan laporan hasil telaah kepada pemegang saham Perusahaan dalam hal Terlapor adalah Dewan Komisaris.
4. Melakukan evaluasi dan memastikan terlaksananya kebijakan WBS di Perusahaan sebagai bentuk fungsi pencegahan pelanggaran di lingkungan internal Perusahaan.
5. Menetapkan pemberian penghargaan kepada Pelapor yang berjasa dalam berupaya membantu pencegahan atau pemberantasan tindak pidana Korupsi.

4. Obtain relief in case of being involved in the reported matter.
5. Present witnesses who know or have information about the violation.
6. Provided counseling guidance.
7. Receive protection in accordance with laws and regulations.

However, protection can be rejected or terminated if the Whistleblower does not fulfill his/her obligations in maintaining the confidentiality of his/her identity and report and/or it is proven that the report of violation submitted is slanderous or has a purpose that deviates from the purpose of organizing the WBS. Whistleblowers involved in the violations they report will still be processed in accordance with applicable provisions.

#### VIOLATION REPORT MANAGER

WBS handling is carried out by the WBS organizers, consisting of:

1. President Director as the person in charge of WBS.
2. WBS Management Unit.
3. Executive Vice President of Internal Audit as the person in charge of the WBS investigative team.
4. Officials authorized to impose disciplinary sanctions.

The person in charge of WBS has the duties and authority to:

1. Assign the Executive Vice President of Internal Audit to carry out an audit/investigative examination of the review report that indicates a violation.
2. Order the official authorized to impose disciplinary sanctions to carry out a disciplinary penalty examination based on the results of the audit/investigative examination.
3. Submit a report on the review results to the Company's shareholders in the case where the Reported Party is the Board of Commissioners.
4. Conduct evaluations and ensure the implementation of the WBS policy in the Company as a form of violation prevention function in the Company's internal environment.
5. Determine the awarding of awards to Whistleblowers who have contributed to helping to prevent or eradicate criminal acts of Corruption.



6. Menyampaikan laporan pelaksanaan penanganan Pengaduan dugaan pelanggaran kepada pimpinan tinggi madya yang menyelenggarakan fungsi penanganan pengaduan di Kementerian BUMN secara periodik setiap semester, paling lambat 1 (satu) bulan setelah periodik tersebut berakhir

Unit Pengelola WBS, meliputi:

1. Executive Vice President of Corporate Secretary sebagai penelaah WBS, memiliki tugas dan wewenang:
  - a. Melakukan telaah berdasarkan hasil verifikasi.
  - b. Menyampaikan laporan hasil telaah Pengaduan kepada penanggung jawab WBS yang dilampiri dengan seluruh dokumen terkait baik Pengaduan yang dapat maupun tidak dapat ditindaklanjuti;
  - c. Memberikan perpanjangan waktu pengumpulan bahan dan keterangan kepada petugas verifikasi WBS; dan
  - d. Menentukan Pengaduan dapat ditindaklanjuti atau tidak berdasarkan hasil telaah.
2. Vice President of Quality Assurance and *Good Corporate Governance* dan pejabat setingkat manager di Unit Quality Assurance and *Good Corporate Governance* sebagai petugas verifikasi WBS, memiliki tugas dan wewenang:
  - a. Melakukan verifikasi Pengaduan yaitu mengumpulkan bahan dan keterangan melalui permintaan keterangan kepada Pelapor dan pihak terkait serta melakukan pengumpulan dokumen terkait Pengaduan.
  - b. Menentukan status kelengkapan dokumen Pengaduan yang diterima dari Pelapor telah dianggap lengkap atau belum lengkap.
  - c. Mengajukan perpanjangan waktu pengumpulan bahan dan keterangan kepada penelaah WBS.
  - d. Menentukan Pengaduan yang telah diverifikasi dapat atau tidak untuk ditindaklanjuti dan diteruskan kepada penelaah WBS.
  - e. Menyusun laporan hasil verifikasi dan menyampaikannya kepada penelaah WBS.
  - f. Memberitahukan Pengaduan yang tidak dapat ditindaklanjuti beserta alasannya kepada Pelapor melalui petugas administrasi WBS.
3. Manager of Good Corporate Governance and *Whistle Blowing System* atau pejabat yang ditunjuk dan ditetapkan oleh Vice President of Quality Assurance and Good Corporate Governance sebagai petugas administrasi WBS, memiliki tugas dan wewenang:

6. Submit a report on the implementation of the handling Complaints of alleged violations to the senior management who carries out the function of handling complaints at the Ministry of SOEs periodically every semester, no later than 1(one) month after the period ends.

WBS Management Unit, including:

1. Executive Vice President of Corporate Secretary as WBS reviewer, has the following duties and authorities:
  - a. Conducting a review based on the verification results;
  - b. Submitting a report on the results of the Complaint review to the person in charge of WBS, attached with all related documents, both Complaints that can and cannot be followed up;
  - c. Providing an extension of time for collecting materials and information to the WBS verification officer; and
  - d. Determining whether the Complaint can be followed up or not based on the review results.
2. Vice President of Quality Assurance and Good Corporate Governance and officials at the manager level in the Quality Assurance and Good Corporate Governance Unit as WBS verification officers have the following duties and authorities:
  - a. Conducting Complaint verification, namely collecting materials and information through requests for information from the Whistleblower and related parties and collecting documents related to the Complaint.
  - b. Determining the completeness status of the Complaint documents received from the Whistleblower has been considered complete or incomplete.
  - c. Submitting an extension of the time for collecting materials and information to the WBS reviewer.
  - d. Determining whether or not the verified Complaint can be followed up and forwarded to the WBS reviewer.
  - e. Compiling a verification report and submitting it to the WBS reviewer.
  - f. Notifying Complaints that cannot be followed up along with the reasons to the Whistleblower through the WBS administration officer.
3. Manager of Good Corporate Governance and Whistle Blowing System or an official appointed and determined by the Vice President of Quality Assurance and Good Corporate Governance as the WBS administration officer, has the following duties and authorities:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <ul style="list-style-type: none"> <li>a. Menerima dan mengadministrasikan Pengaduan.</li> <li>b. Menyampaikan nomor register Pengaduan kepada Pelapor.</li> <li>c. Meneruskan setiap Pengaduan yang diterima kepada petugas verifikasi WBS.</li> <li>d. Meneruskan permintaan kelengkapan dokumen Pengaduan dari petugas verifikasi WBS kepada Pelapor.</li> <li>e. Meneruskan informasi dari petugas verifikasi WBS dan/atau penelaah WBS kepada Pelapor terkait pemberitahuan Pengaduan yang tidak dapat ditindaklanjuti.</li> <li>f. Membantu proses surat-menyurat, komunikasi, serta penyusunan laporan di setiap tahapan penanganan Pengaduan.</li> <li>g. Mengelola media Pengaduan termasuk alat komunikasi yang digunakan.</li> </ul> <p>4. Penanggung jawab tim investigatif WBS, mempunyai tugas dan wewenang;</p> <ul style="list-style-type: none"> <li>a. Melakukan audit/pemeriksaan investigatif lebih lanjut kepada Pelapor, Terlapor, dan/atau Saksi terhadap substansi pelanggaran yang dilaporkan dengan tujuan untuk mencari dan mengumpulkan bukti-bukti yang diperlukan secara lebih detail guna memastikan bahwa telah terjadi pelanggaran.</li> <li>b. Menyampaikan laporan hasil audit/pemeriksaan investigatif kepada penanggung jawab WBS.</li> </ul> <p>5. Pejabat yang berwenang menjatuhkan hukuman disiplin memiliki tugas dan wewenang:</p> <ul style="list-style-type: none"> <li>a. Melaksanakan pemeriksaan hukuman disiplin berdasarkan hasil audit/pemeriksaan investigatif atas perintah penanggung jawab WBS.</li> <li>b. Menetapkan hukuman disiplin Pekerja berdasarkan laporan hasil audit/pemeriksaan investigatif.</li> <li>c. Menetapkan pemberian sanksi kepada Pelapor yang laporannya terbukti palsu, fitnah, dan/atau mempunyai tujuan lain yang menyimpang dari maksud dan tujuan penyelenggaraan WBS sesuai ketentuan di Perusahaan dan/atau diproses sesuai ketentuan peraturan perundang-undangan.</li> </ul> | <ul style="list-style-type: none"> <li>a. Receive and administer Complaints.</li> <li>b. Submit the Complaint registration number to the Whistleblower.</li> <li>c. Forwarding every Complaint received to the WBS verification officer.</li> <li>d. Forwarding requests for completeness of Complaint documents from the WBS verification officer to the Whistleblower.</li> <li>e. Forwarding information from the WBS verification officer and/or WBS reviewer to the Whistleblower regarding Complaint notifications that cannot be followed up.</li> <li>f. Assisting with the process of correspondence, communication, and preparation of reports at every stage of Complaint handling.</li> <li>g. Managing Complaint media including the communication tools used.</li> </ul> <p>4. The person in charge of the WBS investigative team, has the duties and authorities;</p> <ul style="list-style-type: none"> <li>a. Conduct further investigative audits/examinations on the Whistleblower, Reported Party, and/or Witnesses on the substance of the reported violation to seek and collect the necessary evidence in more detail to ensure that a violation has occurred.</li> <li>b. Submit a report on the results of the investigative audit/examination to the person in charge of the WBS.</li> </ul> <p>5. The official authorized to impose disciplinary sanctions has the following duties and authorities:</p> <ul style="list-style-type: none"> <li>a. Carry out disciplinary sanctions examinations based on the results of the investigative audit/examination on the orders of the person in charge of the WBS.</li> <li>b. Determine disciplinary sanctions for Workers based on the results of the investigative audit/examination.</li> <li>c. Determine the imposition of sanctions on Whistleblowers whose reports are proven to be false, slanderous, and/or have other purposes that deviate from the intent and purpose of implementing WBS under the provisions of the Company and/or are processed following the provisions of laws and regulations.</li> </ul> |
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### SOSIALISASI WHISTLEBLOWING SYSTEM

Perseroan akan terus berupaya untuk meningkatkan pemahaman dan kepedulian pekerja untuk melaporkan tindak pelanggaran melalui WBS sehingga dapat mewujudkan lingkungan kerja yang bersih dan berintegritas. Terkait dengan hal itu, telah dilakukan langkah-langkah optimalisasi sebagai berikut:

1. Menyampaikan materi *Whistle Blowing System* melalui *induction* program kepada calon pekerja dan pekerja.
2. Melakukan sosialisasi *Whistle Blowing System* kepada seluruh pekerja dan kepada mitra kerja di Lingkungan Perseroan.
3. Memasang poster dan banner *Whistle Blowing System* di Daop, Divre, Balai Yasa, Kantor Pusat, dan di seluruh lingkungan Perseroan.
4. Bekerja sama dengan instansi atau lembaga eksternal melalui *benchmark* atau berkolaborasi dalam melakukan sosialisasi melalui kegiatan bertajuk antikorupsi.
5. Sosialisasi ke pihak eksternal atau *stakeholders* melalui media sosial, *website*, saat proses pengadaan barang dan jasa, proses perjanjian kontrak dan media massa.
6. Implementasi Aplikasi WBS berbasis web yang digunakan sebagai media pelaporan serta penanganan dugaan penyimpangan/pelanggaran bagi Perseroan

### JUMLAH PENGADUAN DAN PROSES PENGADUAN [GRI 2-16]

Di tahun 2024, jumlah pengaduan dan proses pengaduan WBS yang diterima Perseroan adalah sebagai berikut:

| Tahun /<br>Year | Jumlah<br>Laporan WBS<br>/ Total WBS<br>Reports | Media |                   |                   |                                                  | Status                                                         |                                                                                                                                                                                    |                                                     |                                                                   |                                                           |
|-----------------|-------------------------------------------------|-------|-------------------|-------------------|--------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------|
|                 |                                                 | Email | Surat /<br>Letter | Lisan /<br>Verbal | Telepon/<br>WhatsApp /<br>Telephone/<br>WhatsApp | Tidak<br>Terbukti/<br>Bukan<br>WBS / Not<br>Proven/<br>Non-WBS | Di luar kewenangan<br>penanganan dan<br>diteruskan untuk<br>diproses Unit<br>Terkait / Outside the<br>handling authority<br>and forwarded for<br>processing by the<br>Related Unit | Proses<br>Investigasi /<br>Investigation<br>Process | Ditutup dengan<br>Rekomendasi<br>/ Closes with<br>Recommendations | Penetapan<br>Keputusan<br>Sanksi /<br>Sanction<br>Imposed |
| 2024            | 23                                              | 6     | 1                 | -                 | 16                                               | 18                                                             | 3                                                                                                                                                                                  | -                                                   | -                                                                 | 2                                                         |

### Sanksi/Tindak Lanjut atas Pengaduan

Selama tahun 2024, unit pengelola WBS menerima 23 laporan dugaan pelanggaran yang disampaikan melalui media WBS yaitu email, surat dan nomor telepon/*chat* aplikasi *WhatsApp*. Dari laporan tersebut, sebanyak 2 item pengaduan terbukti, 3 item pengaduan diluar kewenangan Unit Pengelola WBS sehingga diteruskan untuk diproses lebih lanjut oleh Unit/ Divisi yang terkait/berwenang, dan 18 item pengaduan yang tidak terbukti atau bukan termasuk kategori pelanggaran WBS.

### WHISTLEBLOWING SYSTEM DISSEMINATION

The Company will continuously strive to improve employee understanding and concern to report violations through WBS so that it can create a clean and integrity-based work environment. In relation to this, the following optimization steps have been taken:

1. Deliver Whistleblowing System material through in-class training to prospective officers and officers.
2. Disseminate the Whistleblowing System to all employees and work partners within the Company.
3. Installing Whistleblowing System posters and banners in Daop, Divre, Balai Yasa, Head Office, and throughout the Company.
4. Cooperating with external agencies or institutions through benchmarks or collaborating in conducting dissemination through activities with the theme of anti-corruption.
5. Dissemination to external parties or stakeholders via social media, websites, during the procurement process for goods and services, contract agreement processes, and mass media.
6. Implementation of a web-based WBS application that is used as a reporting medium and for handling alleged irregularities/violations for the Company.

### NUMBER OF COMPLAINTS AND COMPLAINT PROCESS [GRI 2-16]

In 2024, the number of complaints and WBS complaint processes received by the Company are as follows:

### Sanctions and Follow-up on Complaints

In 2024, the WBS management unit received 23 reports of alleged violations submitted via various channels, including email, letters, and telephone/*WhatsApp* chat applications. Out of these reports, 2 complaints were substantiated, 3 were outside the authority of the WBS Management Unit and were forwarded to the relevant department for further processing, and 18 complaints were found to be unsubstantiated or did not fall under the category of WBS violations.

### Bentuk Tindak Lanjut

Terhadap 2 item kasus pengaduan yang terbukti, petugas yang berwenang menjatuhkan hukuman disiplin telah melaporkan kepada Direktur Utama untuk diproses tindak lanjut sesuai dengan peraturan yang berlaku. Insan Perusahaan yang terbukti melakukan pelanggaran akan dikenakan sanksi sesuai dengan ketentuan di Perusahaan.

### WHISTLEBLOWING SYSTEM TPK TERINTEGRASI

Sebagai wujud dukungan terhadap upaya Pemerintah dalam pemberantasan tindak pidana korupsi, Perseroan telah menandatangani Perjanjian Kerja Sama (PKS) Penanganan Pengaduan dalam Upaya Pemberantasan Tindak Pidana Korupsi bersama Komisi Pemberantasan Korupsi (KPK), Kementerian Badan Usaha Milik Negara (BUMN), dan 26 BUMN lainnya.

Kerja sama ini mencakup integrasi penanganan pengaduan melalui sistem *Whistle Blowing* antara KPK dan Perseroan, yang bertujuan untuk membangun serta meningkatkan efektivitas dan efisiensi penanganan pengaduan, sekaligus menghindari terjadinya duplikasi dalam proses tersebut. Sinergi ini menjadi salah satu langkah strategis Perseroan dalam memerangi praktik-praktik korupsi yang berpotensi terjadi di lingkungan perusahaan, sekaligus menunjukkan komitmen Perseroan dalam menerapkan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

Melalui integrasi ini, koordinasi dan pemantauan penanganan pengaduan antara KPK dan Perseroan dapat dilakukan secara lebih optimal dan terstruktur. Adapun lingkup implementasi PKS meliputi penyusunan dan/atau penguatan regulasi internal terkait penanganan pengaduan, komitmen terhadap pengelolaan pengaduan, penggunaan aplikasi sebagai sarana pelaporan, koordinasi dan pelaksanaan kegiatan bersama, serta pertukaran data dan/atau informasi.

Sepanjang tahun 2024, Perseroan telah mengimplementasikan program pembangunan *Whistle Blowing System* (WBS) Tindak Pidana Korupsi (TPK) Terintegrasi. Program ini meliputi pelaksanaan kampanye antikorupsi melalui kegiatan sosialisasi, pemutakhiran regulasi internal terkait WBS, serta pengembangan aplikasi pelaporan berbasis web. Selain itu, pada bulan Desember 2024, Perseroan bersama KPK telah menyelenggarakan kegiatan monitoring dan evaluasi terhadap implementasi WBS TPK Terintegrasi, sebagai bagian dari upaya berkelanjutan untuk memastikan efektivitas sistem pengaduan yang telah dibangun.

### Follow-up Actions

For the 2 substantiated complaint cases, the officer authorized to impose disciplinary sanctions has reported to the President Director for appropriate follow-up in accordance with applicable regulations. Company personnel who are found to have committed violations will face sanctions as outlined in company policy.

### INTEGRATED TPK WHISTLEBLOWING SYSTEM

In support of the government's efforts to eradicate corruption, the Company has signed a Cooperation Agreement (PKS) for Handling Complaints in Eradicating Corruption. This agreement involves collaboration with the Corruption Eradication Commission (KPK), the Ministry of State-Owned Enterprises (BUMN), and 26 other state-owned enterprises.

The cooperation includes integrating the complaint handling processes through a Whistleblowing System between the KPK and the Company. The goal is to enhance the efficiency and effectiveness of complaint management while minimizing duplication of efforts. This synergy represents a strategic step by the Company in combating potential corrupt practices within its environment and reaffirms its commitment to upholding good corporate governance principles.

Through this integration, the coordination and monitoring of complaint handling between the KPK and the Company can be conducted more effectively and systematically. The scope of the PKS implementation includes the preparation and strengthening of internal regulations related to complaint handling, a commitment to managing complaints, the use of applications for reporting, coordination of joint activities, and data and information exchange.

Throughout 2024, the Company has implemented the Integrated Corruption Crime (TPK) Whistleblowing System (WBS) development program. This program encompasses an anti-corruption campaign through dissemination activities, updates to internal regulations related to the WBS, and the development of a web-based reporting application. Additionally, in December 2024, the Company, in collaboration with the KPK, will conduct monitoring and evaluation activities regarding the implementation of the Integrated TPK WBS, as part of ongoing efforts to ensure the effectiveness of the established complaint system.

## Kebijakan Gratifikasi

### Gratuity Policy

Perseroan berkomitmen untuk mewujudkan pengelolaan perusahaan yang bersih, bebas dari korupsi, dan melaksanakan nilai integritas bagi peningkatan pelaksanaan tata kelola Perusahaan yang baik (*Good Corporate Governance*). Salah satu perangkat untuk mendukung komitmen tersebut adalah kebijakan penanganan gratifikasi yang diatur dalam Peraturan Direksi No. PER.U/KC.202/XI/1/KA-2020 tentang Pedoman Pengendalian Gratifikasi. Pedoman Pengendalian Gratifikasi bertujuan untuk memberikan pedoman, pemahaman, dan sikap yang sama terhadap praktik-praktik gratifikasi di lingkungan Perseroan, mencegah insan KAI terjerat dalam praktik gratifikasi yang termasuk suap, serta memberi petunjuk dalam mengidentifikasi dan memetakan kerawanan penerimaan gratifikasi di lingkungan Perusahaan berdasarkan data pelaporan gratifikasi. Setiap bentuk gratifikasi yang diterima ataupun ditolak, wajib disampaikan dan dilaporkan kepada Unit Pengendali Gratifikasi (UPG). Tindak pelanggaran terkait hal tersebut akan dikenakan sanksi sesuai dengan peraturan perundang-undangan dan peraturan Perseroan yang berlaku.

### KEWAJIBAN INSAN PERUSAHAAN TERHADAP GRATIFIKASI

Dalam implementasinya, Insan Perusahaan memiliki kewajiban untuk:

1. Menolak Gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugas yang bersangkutan.
2. Melaporkan penolakan Gratifikasi kepada UPG.
3. Melaporkan penerimaan Gratifikasi yang tidak dapat ditolak melalui UPG atau secara langsung kepada KPK.

Gratifikasi yang tidak dapat ditolak merupakan gratifikasi yang memenuhi kondisi sebagai berikut:

1. Gratifikasi tidak diterima secara langsung.
2. Pemberi gratifikasi tidak diketahui.
3. Penerima gratifikasi ragu dengan kategori gratifikasi yang diterima.
4. Terdapat kondisi tertentu yang tidak mungkin ditolak, antara lain dapat mengakibatkan rusaknya hubungan baik institusi, membahayakan diri sendiri, karier penerima, dan/atau ada ancaman lain.

The Company is committed to realizing clean corporate management, free from corruption, and implementing the value of integrity to improve the implementation of Good Corporate Governance. One of the tools to support this commitment is the policy for handling gratuity which is regulated in the Board of Directors Regulation No. PER.U/KC.202/XI/1/KA-2020 concerning Guidelines for Controlling Gratuity. The Gratuity Control Guidelines aim to provide guidance, understanding, and a common attitude towards gratuity practices within the Company, prevent KAI personnel from being entangled in gratuity practices including bribery, and provide guidance in identifying and mapping vulnerabilities in receiving gratuities within the Company based on gratuity reporting data. Every form of gratuity received or rejected must be submitted and reported to the Gratuity Control Unit (UPG). Violations related to this matter will be subject to sanctions in accordance with applicable laws and Company regulations.

### OBLIGATIONS OF COMPANY PERSONNEL REGARDING GRATUITY

In its implementation, Company Personnel have the obligation to:

1. Refuse Gratuity related to the position and contrary to the obligations or duties concerned.
2. Report rejection of Gratuity to UPG.
3. Report receipt of Gratuity that cannot be rejected via UPG or directly to the Corruption Eradication Commission.

The gratuity that cannot be refused is the gratuity that meets the following conditions:

1. Gratuity is not received directly.
2. The gratifier is unknown.
3. Gratuity recipients are unsure about the category of gratuity received.
4. There are certain conditions that cannot be rejected, including damage to good institutional relations, endangering yourself, the recipient's career, and/or other threats.



## PENGELOLAAN PENGENDALIAN GRATIFIKASI

Perseroan menerapkan prosedur pengelolaan pelaporan gratifikasi, dengan uraian sebagai berikut:

1. Insan KAI yang menerima atau menolak Gratifikasi menyampaikan laporan Gratifikasi kepada UPG melalui menu E-Gratifikasi pada situs web <https://eoffice.kai.id>.
2. Laporan Gratifikasi paling sedikit memuat:
  - a. Identitas Pelapor Gratifikasi berupa nama, tempat dan tanggal lahir, nomor induk kependudukan, nomor induk Pekerja/Pekerja PKWT/Direksi, unit kerja, jabatan, alamat surel, dan nomor telepon.
  - b. Informasi pemberi Gratifikasi serta hubungan antara pemberi dengan Pelapor yang menerima/menolak Gratifikasi.
  - c. Nama kegiatan, tanggal, tempat, dan waktu penerimaan atau penolakan Gratifikasi.
  - d. Bentuk gratifikasi serta uraian jenis Gratifikasi yang diterima atau ditolak.
  - e. Alasan pemberian Gratifikasi.
  - f. Kronologis peristiwa penerimaan atau penolakan Gratifikasi.
  - g. Nilai Gratifikasi yang diterima atau ditolak.
  - h. Bukti, dokumen, atau data pendukung terkait laporan Gratifikasi.
3. Laporan Gratifikasi yang telah diterima UPG, dilakukan verifikasi untuk pemeriksaan kelengkapan. Laporan Gratifikasi yang dinyatakan lengkap dilanjutkan ke tahap analisis laporan Gratifikasi. Dalam hal laporan Gratifikasi tidak lengkap, maka laporan Gratifikasi disampaikan kembali kepada Pelapor untuk dilengkapi. Apabila laporan Gratifikasi tidak dilengkapi paling lama 30 (tiga puluh) Hari Kerja terhitung sejak objek Gratifikasi diterima Pelapor, maka laporan Gratifikasi dapat tidak ditindaklanjuti.
4. Laporan Gratifikasi yang telah diverifikasi dilakukan analisis laporan Gratifikasi yang merupakan kegiatan menelaah informasi yang diperoleh dari proses verifikasi untuk memperoleh akurasi informasi dan menentukan tindak lanjut yang akan dilakukan.
5. Hasil analisis laporan Gratifikasi digunakan untuk menentukan laporan Gratifikasi ditindaklanjuti atau tidak ditindaklanjuti.
6. Laporan Gratifikasi ditindaklanjuti dilakukan analisis lebih lanjut untuk menentukan kepemilikan objek Gratifikasi. Sedangkan untuk laporan Gratifikasi tidak ditindaklanjuti, UPG menyampaikan surat pemberitahuan kepada Pelapor Gratifikasi.

## GRATUITY CONTROL MANAGEMENT

The Company implements procedures for managing gratuity reporting, detailed as follows:

1. KAI personnel who accept or reject Gratuity submit a Gratuity report to UPG via the E-Gratuity menu on the website <https://eoffice.kai.id>.
2. The Gratuity Report must contain at least:
  - a. Identity of the Gratuity Reporter in the form of name, place, and date of birth, population registration number, employee/PKWT worker/Board of Directors registration number, work unit, position, email address, and telephone number.
  - b. Information on the Gratuity giver and the relationship between the giver and the Reporting Party who accepts/rejects the Gratuities.
  - c. Name of activity, date, place, and time of receipt or rejection of Gratuities.
  - d. Form of gratuity and description of the type of gratuity accepted or rejected.
  - e. Reasons for giving Gratuities.
  - f. Chronology of events of receipt or rejection of Gratuities.
  - g. Value of Gratuity accepted or rejected.
  - h. Evidence, documents, or supporting data related to the Gratuity report.
3. Gratuity reports that have been received by UPG are verified to check completeness. The Gratuity Report which is declared complete continues to the Gratuity report analysis stage. In the event that the Gratuity report is incomplete, the Gratuity report is sent back to the Reporting Party to be completed. If the Gratuity report is not completed no later than 30 (thirty) Working Days from the time the Gratuity object is received by the Reporting Party, then the Gratuity report may not be followed up.
4. Gratuity reports that have been verified are subjected to Gratuity report analysis, which is an activity of reviewing information obtained from the verification process to obtain accuracy of the information and determine what follow-up actions will be taken.
5. The results of the Gratuity report analysis are used to determine if the Gratuity report is followed up or not followed up.
6. The Gratuity Report is followed up with further analysis to determine ownership of the Gratuity object. Meanwhile, if the Gratuity Report is not followed up, UPG sends a notification letter to the Gratuity Reporter.

7. Laporan Gratifikasi ditindaklanjuti dapat diproses oleh KPK atau UPG.
8. Penetapan status kepemilikan barang Gratifikasi untuk laporan Gratifikasi yang diproses KPK ditentukan oleh KPK sedangkan penetapan status kepemilikan barang Gratifikasi untuk laporan Gratifikasi yang diproses UPG ditetapkan oleh pengelola UPG.

#### PENGELOLA PELAPORAN GRATIFIKASI

Dalam rangka menunjang efektivitas pelaksanaan pengendalian Gratifikasi, Perseroan membentuk Unit Pengendalian Gratifikasi (UPG) yang terdiri atas:

1. Koordinator UPG: Executive Vice President Corporate Secretary.
2. Pengelola UPG: Unit Quality Assurance and Good Corporate Governance.

UPG Perseroan mempunyai tugas dan tanggung jawab sebagai berikut:

1. Menerima, menganalisis, dan mengadministrasikan laporan penerimaan Gratifikasi.
2. Menerima dan mengadministrasikan laporan penolakan Gratifikasi.
3. Meneruskan laporan penerimaan Gratifikasi kepada KPK.
4. Melaporkan rekapitulasi laporan penerimaan dan penolakan Gratifikasi secara periodik kepada KPK.
5. Menyampaikan hasil pengelolaan laporan penerimaan dan penolakan Gratifikasi kepada Direktur Utama melalui koordinator UPG.
6. Melakukan sosialisasi ketentuan Gratifikasi kepada Insan KAI dan Pemangku Kepentingan.
7. Melakukan pemeliharaan objek Gratifikasi sampai dengan adanya ketetapan dari KPK.
8. Melakukan pemantauan dan evaluasi dalam rangka pengendalian Gratifikasi di lingkungan Perusahaan.

#### SOSIALISASI KEBIJAKAN GRATIFIKASI

Perseroan secara konsisten berupaya untuk terus meningkatkan pemahaman dan kepedulian pekerja untuk melaporkan penerimaan gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban. Perseroan juga terus berupaya untuk mencegah insan KAI terjerat dalam praktik gratifikasi yang dianggap suap. Terkait dengan hal itu, telah dilakukan langkah-langkah optimalisasi sebagai berikut:

1. Menyampaikan materi pengendalian gratifikasi melalui *induction* program kepada calon pekerja dan pekerja.

7. Follow-up Gratuity Reports can be processed by the KPK or UPG.
8. The determination of ownership status of Gratuity goods for Gratuity reports processed by the KPK is determined by the KPK, while the determination of ownership status of Gratuity goods for Gratuity reports processed by UPG is determined by the UPG manager.

#### GRATUITY REPORTING MANAGER

To support the effectiveness of the implementation of Gratuity control, the Company established a Gratuity Control Unit (UPG) consisting of:

1. UPG Coordinator: Executive Vice President Corporate Secretary.
2. UPG Manager: Quality Assurance and Good Corporate Governance Unit.

The Company's UPG has the following duties and responsibilities:

1. Receive, analyze, and administer Gratuity receipt reports.
2. Receive and administer Gratuity rejection reports.
3. Forward the Gratuity receipt report to the Corruption Eradication Commission.
4. Report periodic recapitulation of Gratuity acceptance and rejection reports to the Corruption Eradication Commission.
5. Submit the results of management of Gratuity acceptance and rejection reports to the President Director through the UPG coordinator.
6. Disseminate Gratuity provisions to KAI Personnel and Stakeholders.
7. Carry out maintenance of Gratuity objects until there is a decision from the Corruption Eradication Commission.
8. Carry out monitoring and evaluation in the context of controlling Gratuity within the Company.

#### DISSEMINATION OF GRATUITY POLICY

The Company consistently strives to continue to improve employee understanding and concern to report receipt of gratuities related to positions and contrary to obligations. The Company also continues to strive to prevent KAI personnel from being caught in gratuity practices that are considered bribery. In relation to this, the following optimization steps have been taken:

1. Delivering gratuity control material through an induction program to prospective employees and employees.

2. Melakukan sosialisasi pengendalian gratifikasi kepada seluruh pekerja dan kepada mitra kerja di Lingkungan Perseroan.
3. Memasang poster dan banner pengendalian gratifikasi di Daop, Divre, Balai Yasa, Kantor Pusat, dan di seluruh lingkungan Perseroan.
4. Bekerja sama dengan instansi atau lembaga eksternal melalui *benchmark* atau berkolaborasi dalam melakukan sosialisasi melalui kegiatan bertajuk antikorupsi.
5. Sosialisasi terkait larangan gratifikasi kepada pihak eksternal atau pemangku kepentingan (*stakeholders*) dilakukan melalui berbagai kanal komunikasi, antara lain media sosial, situs web resmi, media massa, serta dalam kegiatan sosialisasi yang diselenggarakan pada saat proses pengadaan barang dan jasa, penandatanganan perjanjian kontrak, maupun pada momen perayaan hari besar keagamaan.

2. Conducting dissemination of gratuity control to all employees and to work partners in the Company's environment.
3. Installing gratuity control posters and banners in Daop, Divre, Balai Yasa, Head Office, and throughout the Company's environment.
4. Cooperating with external agencies or institutions through benchmarks or collaborating in conducting dissemination through activities entitled anti-corruption.
5. Dissemination related to the prohibition of gratuities to external parties or stakeholders is carried out through various communication channels, including social media, official websites, mass media, as well as in dissemination activities held during the procurement process of goods and services, signing contract agreements, or at the time of celebrating religious holidays.

#### LAPORAN GRATIFIKASI TAHUN 2024

Perseroan membuka saluran untuk melaporkan gratifikasi secara daring melalui menu e-gratifikasi yang dapat diakses melalui portal kepegawaian E-Office. Laporan gratifikasi dikelola oleh Unit Pengendali Gratifikasi (UPG) yang ditetapkan oleh Direksi sesuai dengan Peraturan Direksi Nomor PER.U/KC.202/XI/1/KA-2020 tentang Pedoman Pengendalian Gratifikasi.

Di tahun 2024, Perseroan telah menerima sebanyak 2 (dua) laporan gratifikasi yang telah diproses dengan hasil sebagai berikut:

#### 2024 GRATUITY REPORT

The Company opens a channel to report gratuities online through the e-gratuity menu which can be accessed via the E-Office personnel portal. Gratuity reports are managed by the Gratuity Control Unit (UPG) determined by the Board of Directors in accordance with the Board of Directors Regulation Number PER.U/KC.202/XI/1/KA-2020 concerning Guidelines for Gratuity Control.

In 2024, 2 (two) gratuity reports have been processed with the following results:

| No             | Jenis Pelaporan Gratifikasi /<br>Type of Gratuity Report | Jumlah Pelaporan /<br>Total Reports | Pemenuhan Unsur Gratifikasi Sesuai Pasal 12B Undang-Undang No. 20/2001 /<br>Fulfillment of Gratuity in Accordance with Chapter 12B of Constitution no. 20/2001 |     |                                                                          |     |     |     |     |
|----------------|----------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------|-----|-----|-----|-----|
|                |                                                          |                                     | Memenuhi unsur gratifikasi / Meet the elements of gratuity                                                                                                     |     | Tidak Memenuhi unsur gratifikasi / Doesn't Meet the elements of gratuity |     |     |     |     |
|                |                                                          |                                     | (1)                                                                                                                                                            | (2) | (3)                                                                      | (4) | (5) | (6) | (7) |
| 1              | Penerimaan / Acceptance                                  | 0                                   | 0                                                                                                                                                              | 0   | 0                                                                        | 0   | 0   | 0   | 0   |
| 2              | Penolakan / Rejection                                    | 2                                   | 0                                                                                                                                                              | 0   | 2                                                                        | 0   | 0   | 0   | 0   |
| Jumlah / Total |                                                          | 2                                   | 0                                                                                                                                                              | 0   | 2                                                                        | 0   | 0   | 0   | 0   |

#### Keterangan:

- (1) Dikelola instansi untuk disumbangkan ke yayasan.
- (2) Milik negara.
- (3) Pencatatan Penolakan.
- (4) Dikelola instansi untuk barang *display*.
- (5) Dikelola instansi untuk menunjang.
- (6) Milik pelapor.
- (7) Salah pelaporan

#### Information:

- (1) Managed by the agency for donations to foundations.
- (2) Owned by the state.
- (3) Recording Rejection.
- (4) Managed by the agency for display items.
- (5) Managed by the agency to support.
- (6) Owned by the whistleblower.
- (7) Wrong reporting.

## Kontribusi Politik

### *Political Contribution*

Hingga 31 Desember 2024, KAI berkomitmen untuk tidak memberikan kontribusi berupa pemberian dana terhadap aktivitas politik. Manajemen melarang pemberian dukungan atau kontribusi terhadap aktivitas politik. Dengan demikian, KAI tidak memberikan kontribusi dan tidak mengeluarkan biaya untuk kontribusi politik, sebagaimana diuraikan pada tabel berikut:

As of December 31, 2024, KAI committed not to providing contributions in the form of funding for political activities. Management prohibits providing support or contributions to political activities. Therefore, KAI did not provide contributions and did not incur costs for political contributions, as described in the following table:

#### Kontribusi Politik dan Pengeluaran Lainnya

#### Political Contributions and Other Expenditures

| Uraian /<br>Description                                                                                                                                                                                                       | Target Biaya (Rp) /<br>Cost Target (Rp) | Realisasi Biaya 2024 (Rp) /<br>Cost Realization in 2024 (Rp) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------|
| Lobi, representasi kepentingan, dan sejenisnya / Lobbying, representation of interests, and the like                                                                                                                          | 0                                       | 0                                                            |
| Kontribusi kepada kampanye serta kandidat atau organisasi politik di tingkat lokal, regional, dan nasional / Contributions to campaigns and political candidates or organizations at the local, regional, and national levels | 0                                       | 0                                                            |
| Asosiasi dagang/kelompok bebas pajak / Trade association/tax-exempt group                                                                                                                                                     | 0                                       | 0                                                            |
| Pengeluaran lainnya (misalnya biaya penghitungan suara untuk pemilu atau referendum) / Other expenses (e.g. vote calculating costs for elections or referendums)                                                              | 0                                       | 0                                                            |

## Kebijakan Pengadaan Barang dan Jasa

### *Procurement Policy for Goods and Services*

Dalam pedoman perilaku, KAI telah menyusun kebijakan terkait pengadaan barang dan jasa kepada pemasok atau mitra kerja. Perseroan berkomitmen melakukan perikatan yang saling menguntungkan, adil dan sehat dengan mitra kerja dan penyedia barang dan jasa sesuai dengan ketentuan peraturan perundang-undangan dan ketentuan lainnya yang berlaku.

In the code of conduct, KAI has prepared policies related to the procurement of goods and services to suppliers or partners. The Company is committed to carrying out mutually beneficial, fair, and healthy contracts with partners and providers of goods and services in accordance with the provisions of laws and regulations and other applicable provisions.

Dalam implementasinya, KAI senantiasa:

1. Memastikan bahwa kegiatan usaha dan proses bisnis Perusahaan dijalankan sesuai dengan ketentuan peraturan perundang-undangan dan Anggaran Dasar.
2. Melakukan praktik bisnis yang adil, etis dan berintegritas.
3. Melaksanakan proses pengadaan barang dan jasa yang transparan, adil, akuntabel dan kompetitif sesuai dengan ketentuan peraturan perundang-undangan dan ketentuan di Perusahaan untuk mendapatkan penyedia barang dan jasa yang memenuhi kualifikasi persyaratan pekerjaan dan harga yang dapat dipertanggungjawabkan.
4. Menjalin komunikasi yang baik dengan mitra kerja dan/ atau penyedia barang dan jasa.

In its implementation, KAI always:

1. Ensures that the Company's business activities and business processes are carried out in accordance with the provisions of laws and regulations and the Articles of Association.
2. Conducts fair, ethical, and integrity-based business practices.
3. Implements a transparent, fair, accountable, and competitive procurement process for goods and services in accordance with the provisions of laws and regulations and provisions in the Company to obtain providers of goods and services that meet the qualifications of job requirements and prices that can be accounted for.
4. Establishes good communication with partners and/or providers of goods and services.

### Kriteria Pemasok

KAI telah menyusun kriteria pemasok dengan rincian sebagai berikut:

1. Tahapan Proses Pengadaan
  - a. Undangan/Pendaftaran
  - b. Administrasi
  - c. Teknis
  - d. Harga
2. Tahapan Pelaksanaan Kontrak
  - a. Kualitas
  - b. Kuantitas
  - c. Penerapan K3
  - d. Koordinasi
  - e. Alat Kerja Penunjang
  - f. Administrasi/Dokumentasi
  - g. Berita Acara Serah Terima (BAST)/ Daftar Penyerahan Hasil Pekerjaan (DPHP)
3. Tahapan Evaluasi
  - a. Surat Peringatan (SP)
  - b. Wanprestasi

### Penilaian Pemasok

Di tahun 2024, KAI telah melakukan penilaian terhadap pemasok. KAI menilai pemasok yang terlibat telah dengan baik membantu operasional Perusahaan di sepanjang tahun 2024. Informasi penilaian pemasok adalah sebagai berikut:

### Supplier Criteria

KAI has prepared supplier criteria with the following details:

1. Stages of Procurement Process
  - a. Invitation/Registration
  - b. Administration
  - c. Technical
  - d. Price
2. Stages of Contract Implementation
  - a. Quality
  - b. Quantity
  - c. Implementation of OHS
  - d. Coordination
  - e. Supporting Work Tools
  - f. Administration/Documentation
  - g. Minutes of Handover (BAST)/ List of Work Results Submission (DPHP)
3. Evaluation Stages
  - a. Warning Letter (SP)
  - b. Default

### Supplier Assessment

In 2024, KAI conducted a supplier assessment. KAI determined that the suppliers have effectively supported the company's operations throughout the year. The information regarding supplier assessments is as follows:

### Penilaian Pemasok KAI tahun 2024

| Lokasi / Location                                 | Jumlah Pemasok / Number of Suppliers | Penilaian / Score               |
|---------------------------------------------------|--------------------------------------|---------------------------------|
| Kantor Pusat / Head Office                        | 56 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 1 / Operational Area 1                       | 30 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 2 / Operational Area 2                       | 20 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 3 / Operational Area 3                       | 17 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 4 / Operational Area 4                       | 14 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 5 / Operational Area 5                       | 8 pemasok / suppliers                | A (Sangat Baik) / A (Very Good) |
| DAOP 6 / Operational Area 6                       | 50 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 7 / Operational Area 7                       | 13 pemasok / suppliers               | B (Baik) / B (Good)             |
| DAOP 8 / Operational Area 8                       | 31 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DAOP 9 / Operational Area 9                       | 9 pemasok / suppliers                | B (Baik) / B (Good)             |
| DIVRE I / Regional Division I                     | 16 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DIVRE II / Regional Division II                   | 9 pemasok / suppliers                | B (Baik) / B (Good)             |
| DIVRE III / Regional Division III                 | 133 pemasok / suppliers              | A (Sangat Baik) / A (Very Good) |
| Balai Yasa Menggarai / Manggarai Railway Workshop | 19 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| DIVRE IV / Regional Division IV                   | 31 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| Balai Yasa Lahat / Lahat Railway Workshop         | 23 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |

### KAI Supplier Assessment in 2024



| Lokasi / Location                                              | Jumlah Pemasok / Number of Suppliers | Penilaian / Score               |
|----------------------------------------------------------------|--------------------------------------|---------------------------------|
| Balai Yasa Tegal / Tegal Railway Workshop                      | 9 pemasok / suppliers                | A (Sangat Baik) / A (Very Good) |
| Balai Yasa Yogyakarta/Yogyakarta / Yogyakarta Railway Workshop | 16 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |
| Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Worksop   | 20 pemasok / suppliers               | A (Sangat Baik) / A (Very Good) |

### Pengembangan dan Program ESG Pemasok

KAI berkomitmen memiliki pemasok yang sesuai dengan standar dan prosedur yang telah ditetapkan. Dalam hal ini, KAI senantiasa menyelaraskan program pengembangan bagi pemasok berdasarkan prinsip ESG dan keberlanjutan yang berlaku.

### Supplier ESG Development and Program

KAI is committed to ensuring that its suppliers comply with established standards and procedures. To this end, KAI implements a development program for suppliers that aligns with relevant ESG (Environmental, Social, and Governance) and sustainability principles.

## Kebijakan Pemenuhan Hak-Hak Kreditur

### *Creditor Rights Fulfillment Policy*

Dalam pedoman perilaku, KAI telah menyusun kebijakan mengenai hubungan dengan kreditur. Perseroan melindungi hak dan kepentingan kreditur, serta berkomitmen:

1. Melakukan pinjaman dengan kreditur yang memenuhi persyaratan sesuai ketentuan peraturan perundang-undangan dan tidak mempunyai benturan kepentingan dengan Perusahaan.
2. Mematuhi kewajiban sesuai perjanjian.
3. Menjamin setiap pinjaman dengan agunan yang memadai dan sah.
4. Mengelola dana pinjaman secara efektif.
5. Memberikan informasi keadaan Perusahaan yang akurat kepada kreditur sesuai perjanjian.

Lebih lanjut, insan KAI yang terkait harus memastikan komitmen Perusahaan dapat terlaksana sebagaimana semestinya.

In the code of conduct, KAI has prepared a policy regarding relationships with creditors. The Company protects the rights and interests of creditors, and is committed to:

1. Making loans with creditors who meet the requirements in accordance with the provisions of laws and regulations and do not have a conflict of interest with the Company.
2. Complying with obligations according to the agreement.
3. Guarantee each loan with adequate and valid collateral.
4. Manage loan funds effectively.
5. Provide accurate information on the Company's condition to creditors according to the agreement.

Furthermore, related KAI personnel must ensure that the Company's commitments can be implemented properly.

## Penilaian Tata Kelola Perusahaan Yang Baik

### *Assessment of Good Corporate Governance*

Pedoman Tata Kelola Perusahaan yang Baik (GCG) menggunakan pedoman berdasarkan Peraturan Menteri Badan Usaha Milik Negara (BUMN) Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 Tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan, dan Undang-Undang Nomor 01 Tahun 2025 tanggal 24 Februari 2025 Tentang Badan Usaha Milik Negara (BUMN) yang menyatakan bahwa pengelolaan dan pengawasan Badan Usaha Milik Negara (BUMN) harus dilakukan berdasarkan prinsip-prinsip tata-kelola perusahaan yang baik (*Good Corporate Governance*).

The Good Corporate Governance (GCG) Guidelines are based on the Regulation of the Minister of State-Owned Enterprises (BUMN) Number PER-2/MBU/03/2023, dated March 3, 2023, which addresses governance and significant corporate activities, as well as Law Number 01 of 2025, dated February 24, 2025, concerning State-Owned Enterprises (BUMN). These regulations state that the management and supervision of State-Owned Enterprises (BUMN) must adhere to the principles of good corporate governance.

Pelaksanaan asesmen penerapan GCG pada PT Kereta Api Indonesia (Persero) Tahun 2024 sesuai indikator/parameter penilaian dan evaluasi penerapan tata kelola perusahaan yang baik berdasarkan Peraturan Deputi Kepala BPKP No. 05 tahun 2020 tanggal 25 Agustus 2020 tentang Pedoman Asesmen Penerapan tata Kelola Perusahaan yang Baik/*Good Corporate Governance* (GCG) pada BUMN. Penilaian dilakukan dengan mengukur 6 (enam) aspek penilaian untuk penerapan GCG di Perusahaan yaitu:

1. Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang baik (GCG) secara berkelanjutan.
2. Aspek Pemegang Saham.
3. Aspek Dewan Komisaris.
4. Aspek Direksi.
5. Aspek Pengungkapan Informasi dan Transparansi.
6. Aspek Faktor Lainnya.

PT Kereta Api Indonesia (Persero) telah melaksanakan proses *Assessment* GCG yang tujuannya untuk mengukur penerapan GCG Perusahaan untuk periode kinerja 1 Januari 2024 s.d 31 Desember 2024 yang dilaksanakan pada 15 April 2025 s.d 26 Mei 2025 oleh asesor dari Perwakilan BPKP Provinsi Jawa Barat sesuai dengan Surat Tugas Kepala Perwakilan BPKP Provinsi Jawa Barat Nomor: PE.05.01/S-329/PW10/4.1/2025 tentang Asesmen Penerapan Good Governance (GCG) PT Kereta Api Indonesia (Persero) Tahun 2024.

Berdasarkan hasil *Assessment* GCG atas kinerja tahun 2024, PT Kereta Api Indonesia (Persero) memperoleh skor sebesar **93,590** dengan predikat "**Sangat Baik**". Capaian ini menunjukkan peningkatan sebesar 0,573 poin dibandingkan dengan skor tahun 2023 yang berada pada angka 93,017.

Peningkatan tersebut mencerminkan komitmen manajemen PT Kereta Api Indonesia (Persero) dalam mengimplementasikan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) secara konsisten di seluruh aktivitas bisnis. Perseroan juga terus melakukan perbaikan berkelanjutan dalam setiap proses bisnis yang dijalankan.

Secara umum, seluruh aspek yang dinilai dalam *Assessment* GCG untuk kinerja tahun 2024 menunjukkan peningkatan dibandingkan dengan tahun sebelumnya, sebagaimana ditunjukkan pada tabel berikut:

In 2024, the assessment of GCG implementation at PT Kereta Api Indonesia (Persero) will follow the indicators and parameters outlined in the Regulation of the Deputy Head of BPKP Number 05 of 2020, dated August 25, 2020, which provides guidelines for assessing the implementation of Good Corporate Governance (GCG) in BUMN. The assessment will evaluate six aspects of GCG implementation in the Company:

1. Commitment to the ongoing implementation of Good Corporate Governance (GCG).
2. Shareholders' interests.
3. The role of the Board of Commissioners.
4. The role of the Board of Directors.
5. Information disclosure and transparency.
6. Other relevant factors.

PT Kereta Api Indonesia (Persero) has initiated the GCG Assessment process aimed at measuring the implementation of the Company's GCG for the performance period from January 1, 2024, to December 31, 2024. This assessment will be conducted from April 15, 2025, to May 26, 2025, by assessors from the West Java Province BPKP Representative, in accordance with the Letter of Assignment from the Head of the West Java Province BPKP Representative, Number PE.05.01/S-329/PW10/4.1/2025, regarding the Assessment of the Implementation of Good Governance (GCG) of PT Kereta Api Indonesia (Persero) for 2024.

Based on the results of the GCG Assessment for the 2024 performance period, PT Kereta Api Indonesia (Persero) received a score of **93.590**, achieving a "**Excellent**" classification. This score reflects an increase of 0.573 points compared to the 2023 score of 93.017.

This improvement demonstrates the commitment of PT Kereta Api Indonesia (Persero) management to consistently implement the principles of Good Corporate Governance across all business activities. The Company continually strives for enhancements in every business process.

Overall, all assessed aspects in the GCG Assessment for the 2024 performance period showed improvements compared to the previous year, as illustrated in the following table:

Tabel Assessment GCG Tahun 2024

Table of GCG Assessment in 2024

| Aspek Pengujian Indikator/Parameter /<br>Indicator Testing Aspects/Parameters |                                                                                                                                                                       | Bobot /<br>Value | Capaian Tahun 2023 /<br>Achievements of 2023 |                                 | Penjelasan /<br>Explanation |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------|---------------------------------|-----------------------------|
|                                                                               |                                                                                                                                                                       |                  | Skor /<br>Score                              | Capaian /<br>Achievement<br>(%) |                             |
| 1                                                                             | Komitmen terhadap penerapan Tata kelola perusahaan yang baik secara berkelanjutan / Commitment to the implementation of good corporate governance on an ongoing basis | 7,000            | 6,962                                        | 99,457                          | Sangat Baik /<br>Excellent  |
| 2                                                                             | Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and GMS/Capital Owners                                                                                           | 9,000            | 8,618                                        | 95,754                          | Sangat Baik /<br>Excellent  |
| 3                                                                             | Dewan Komisaris/Dewan Pengawas / Board of Commissioners/ Board of Supervisors                                                                                         | 35,00            | 32,846                                       | 93,779                          | Sangat Baik /<br>Excellent  |
| 4                                                                             | Direksi / Board of Directors                                                                                                                                          | 35,000           | 32,823                                       | 93,779                          | Sangat Baik /<br>Excellent  |
| 5                                                                             | Pengungkapan Informasi dan Transparansi / Disclosure of Information and Transparency                                                                                  | 9,000            | 7,342                                        | 81,577                          | Baik / Good                 |
| 6                                                                             | Aspek Lainnya / Other Aspects                                                                                                                                         | 5,000            | 5,000                                        | 100,000                         | Sangat Baik /<br>Excellent  |
| Skor Keseluruhan / Total Score                                                |                                                                                                                                                                       | 100,00           | 93,590                                       | -                               | Sangat Baik /<br>Excellent  |

Rekomendasi dan Tindaklanjutnya

Berdasarkan penilaian GCG untuk tahun 2024, Perseroan memperoleh sejumlah rekomendasi dengan uraian serta tindak lanjut sebagai berikut:

Recommendations and Follow-up

Based on the GCG assessment for 2024, the Company has obtained a number of recommendations with descriptions and follow-ups as follows:

| No                                                      | Rekomendasi / Rekomendasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | PIC                                                   |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| ASPEK KOMITMEN / COMMITMENT ASPECT                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                       |
| 1                                                       | Mengupayakan penyelesaian tindak lanjut atas <i>area of improvement</i> (Aol) hasil asesmen GCG / Striving for completion of follow-up actions on the areas of improvement (Aol) resulting from the GCG assessment                                                                                                                                                                                                                                                                                                                                                                                             | USQ                                                   |
| ASPEK PEMEGANG SAHAM/KBUMN / SHAREHOLDERS/KBUMN ASPECTS |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                       |
| 2                                                       | Memberikan Persetujuan usulan aksi korporasi Direksi secara tepat waktu yaitu paling lambat 30 hari untuk KSO/BOT dan maksimal 7 hari untuk pelepasan asset setelah dokumen usulan dan penjelasan diterima secara lengkap. / Providing approval for the Board of Directors' proposed corporate actions in a timely manner, namely no later than 30 days for KSO/BOT and a maximum of 7 days for asset release after the proposal documents and explanations have been received in full.                                                                                                                        | Pemegang Saham / KBUMN / Shareholders / KBUMN         |
| 3                                                       | Mendokumentasikan pembahasan dan upaya-upaya menindaklanjuti Aol yang dihasilkan dari asesmen GCG tahun sebelumnya. / Documenting discussions and efforts to follow up on Aol resulting from the previous year's GCG assessment.                                                                                                                                                                                                                                                                                                                                                                               | Pemegang Saham / KBUMN / Shareholders / KBUMN         |
| ASPEK DEWAN KOMISARIS / BOARD OF COMMISSIONERS ASPECT   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                       |
| 4                                                       | Konsisten dalam proses pemberian persetujuan Dewan Komisaris atas usulan pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan tidak melebihi jangka waktu 15 (lima belas) hari sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi / Consistency in the process of granting approval to the Board of Commissioners for the proposed appointment of the Board of Directors and Board of Commissioners of Subsidiaries does not exceed a period of 15 (fifteen) days from the receipt of the application or explanation and complete documents from the Board of Directors. | Organ Dewan Komisaris / Board of Commissioners Organs |
| 5                                                       | Melakukan telaahan atas hasil capaian kinerja Direksi secara individual dan dituangkan dalam risalah rapat Intern dan/atau rapat gabungan BOC-BOD atau dalam surat tanggapan atas kinerja perusahaan triwulanan kepada Pemegang Saham / Conducting a review of the results of the Board of Directors' performance achievements individually and setting out this in the minutes of the Internal meeting and/or joint BOC-BOD meeting or in a response letter regarding the company's quarterly performance to Shareholders.                                                                                    | Organ Dewan Komisaris / Board of Commissioners Organs |
| 6                                                       | Meningkatkan kehadiran dan keaktifan masing-masing Dewan Komisaris dalam rapat internal BOC maupun rapat gabungan BOC-BOD / Increasing the presence and activeness of each Board of Commissioners in internal BOC meetings and joint BOC-BOD meetings.                                                                                                                                                                                                                                                                                                                                                         | Organ Dewan Komisaris / Board of Commissioners Organs |
| 7                                                       | Dewan Komisaris agar memberikan surat kuasa kepada anggota Dewan Komisaris lain yang mewakilinya atas ketidakhadirannya dalam rapat untuk pengambilan keputusan / The Board of Commissioners must provide a power of attorney to another member of the Board of Commissioners to represent him/her in his/her absence from the meeting for decision making.                                                                                                                                                                                                                                                    | Organ Dewan Komisaris / Board of Commissioners Organs |
| 8                                                       | Menginstruksikan Sekretaris Dewan Komisaris agar mencantumkan alasan ketidakhadiran masing-masing Dewan Komisaris dalam Risalah Rapat Dewan Komisaris baik rapat internal maupun rapat BOC BOD / Instruct the Secretary of the Board of Commissioners to include the reasons for the absence of each Board of Commissioners in the Minutes of the Board of Commissioners Meeting, both internal meetings and BOC BOD meetings.                                                                                                                                                                                 | Organ Dewan Komisaris / Board of Commissioners Organs |

| No                                                                               | Rekomendasi / Rekomendasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | PIC                                                   |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| 9                                                                                | Konsisten menjadikan pending matter Dewan Komisaris dari hasil rapat/bahasan sebelumnya sebagai tambahan agenda pembahasan dalam rapat gabungan BOC-BOD / Consistently making pending matters of the Board of Commissioners from the results of previous meetings/discussions as additional discussion agendas in joint BOC-BOD meetings.                                                                                                                                                                                                                                                                                                  | Organ Dewan Komisaris / Board of Commissioners Organs |
| 10                                                                               | Konsisten dalam memantau dan meningkatkan progres tindak lanjut Direksi atas arahan Dewan Komisaris pada rapat sebelumnya / Consistent in monitoring and improving the progress of the Board of Directors' follow-up to the direction of the Board of Commissioners at the previous meeting.                                                                                                                                                                                                                                                                                                                                               | Organ Dewan Komisaris / Board of Commissioners Organs |
| 11                                                                               | Komite Komisaris dalam melaksanakan pertemuan berkala agar konsisten mendokumentasikan hasil pertemuan dalam Risalah Rapat sesuai dengan format Risalah Rapat dalam Tata Tertib Rapat Dewan Komisaris / The Commissioners Committee in carrying out periodic meetings must consistently document the results of the meetings in the Minutes of Meeting in accordance with the format of the Minutes of Meeting in the Board of Commissioners' Meeting Rules of Procedure.                                                                                                                                                                  | Organ Dewan Komisaris / Board of Commissioners Organs |
| 12                                                                               | Komite Komisaris agar menyusun Laporan Triwulanan dan Tahunan kepada Dewan Komisaris yang minimal memuat: / The Commissioners Committee shall prepare Quarterly and Annual Reports to the Board of Commissioners which shall at least contain:<br>- perbandingan realisasi kegiatan dengan program kerja tahunan; / comparison of activity realization with the annual work program;<br>- penugasan lain yang ditugaskan oleh Dewan Komisaris; / other assignments assigned by the Board of Commissioners;<br>- rangkuman hasil pelaksanaan kegiatan dan rekomendasinya. / summary of activity implementation results and recommendations. | Organ Dewan Komisaris / Board of Commissioners Organs |
| <b>ASPEK DIREKSI / BOARD OF DIRECTORS ASPECT</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       |
| 13                                                                               | Menyusun dan menyampaikan kepada RUPS/Pemilik Modal tentang usulan insentif kinerja untuk Direksi / Preparing and submitting to the GMS/Capital Owners regarding proposed performance incentives for the Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                | D6 & D8                                               |
| 14                                                                               | Sekretaris Perusahaan menyusun rencana Rapat Direksi dan agenda yang akan dibahas dalam Program Kerjanya / The Corporate Secretary prepares the Board of Directors' Meeting plan and the agenda to be discussed in the Work Program.                                                                                                                                                                                                                                                                                                                                                                                                       | USC                                                   |
| 15                                                                               | Menuangkan dalam risalah rapat mengenai penjelasan alasan ketidakhadiran Direksi dalam rapat BOD BOC / Including in the minutes of the meeting an explanation of the reasons for the absence of the Board of Directors at the BOD BOC meeting.                                                                                                                                                                                                                                                                                                                                                                                             | USC                                                   |
| 16                                                                               | Menetapkan batasan waktu pelaksanaan tindak lanjut arahan dan/atau keputusan Dewan Komisaris / Setting a time limit for implementing follow-up actions to the Board of Commissioners' directives and/or decisions.                                                                                                                                                                                                                                                                                                                                                                                                                         | USC & ULP                                             |
| 17                                                                               | Konsisten menindaklanjuti arahan dan/atau keputusan Dewan Komisaris / Consistently following up on the directions and/or decisions of the Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | USC                                                   |
| <b>ASPEK INFORMASI DAN TRANSPARANSI / S INFORMATION AND TRANSPARENCY ASPECTS</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       |
| 18                                                                               | Memperbaharui kebijakan informasi publik disesuaikan dengan Peraturan Komisi Informasi RI No. 1 Tahun 2021 tanggal 25 Juni 2021 tentang standar layanan Informasi Publik / Updating the public information policy in accordance with the Regulation of the Indonesian Information Commission No. 1 of 2021 dated June 25, 2021 concerning Public Information service standards.                                                                                                                                                                                                                                                            | USP                                                   |
| 19                                                                               | Menyampaikan laporan kepada lembaga regulator secara tepat waktu / Submitting reports to regulatory agencies in a timely manner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | USP                                                   |
| 20                                                                               | - Melengkapi muatan <i>Annual Report</i> sesuai ketentuan / Completing the contents of the Annual Report according to the provisions<br>- Mengikuti <i>Annual Report Award</i> (ARA) / Participating in the Annual Report Award (ARA)                                                                                                                                                                                                                                                                                                                                                                                                      | USP                                                   |

## Tata Kelola Teknologi Informasi

### Information Technology Governance

KAI berkomitmen mewujudkan visi perusahaan untuk **"Menjadi Solusi Ekosistem Terbaik di Indonesia"**. KAI telah menetapkan sejumlah strategi yang diharapkan mendorong peningkatan kualitas layanan bagi pelanggan, operasional bisnis internal perusahaan, serta perluasan kerja sama kemitraan yang sinergis. Selain itu, KAI secara konsisten terus mengusahakan inovasi dan pengembangan bisnis untuk mendukung pertumbuhan dan ketahanan bisnis perusahaan. Seluruh strategi tersebut membutuhkan dukungan Teknologi Informasi (TI). Dengan demikian, keberadaan fungsi TI yang optimal menjadi mutlak harus dipenuhi oleh masing-masing perusahaan, termasuk KAI. Sehingga Perseroan dapat merespons tantangan-tantangan dan menangkap peluang-peluang baru di masa mendatang.

KAI is committed to realizing the Company's vision of **"Becoming the Best Ecosystem Solution in Indonesia"**. KAI has established several strategies aimed at enhancing service quality for customers, internal business operations, and expanding synergistic partnership collaborations. Additionally, KAI continuously pursues innovation and business development to support the Company's growth and resilience. All these strategies require the support of Information Technology (IT). Therefore, the presence of IT functions is essential for each company, including KAI. This enables the Company to respond to unexpected challenges and seize new opportunities.

Di sisi lain, penggunaan TI tidak hanya menghadirkan nilai manfaat tetapi juga menghadirkan risiko yang perlu diantisipasi secara serius. Memahami hal tersebut, KAI menerapkan Tata Kelola TI yang baik. Sehingga, nilai manfaat dari penggunaan TI dapat diperoleh secara optimal, dan pada saat yang sama, risiko-risiko yang ditimbulkan dapat dikelola secara optimal.

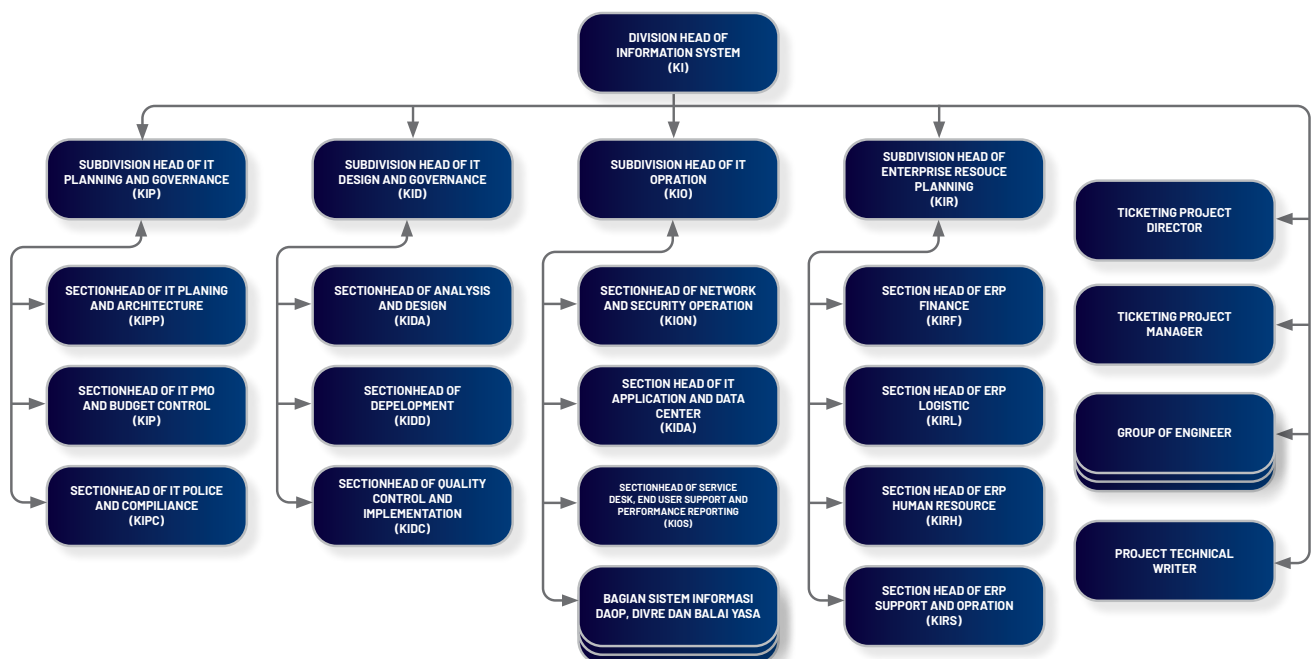
On the other hand, the use of IT not only provides benefits but also presents risks that need to be seriously anticipated. Understanding this, KAI implements good IT Governance. Therefore, the benefits of using IT can be obtained optimally, and at the same time, the risks that arise can be managed optimally.

### PROFIL DIREKTORAT TEKNOLOGI INFORMASI

Berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KO.104/X/4/KA-2023 tentang Organisasi dan Tata Laksana Direktorat Keuangan dan Manajemen Risiko, dengan penjabaran sebagai berikut:

### PROFILE OF THE INFORMATION TECHNOLOGY DIRECTORATE

Based on the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KO.104/X/4/KA-2023 concerning the Organization and Implementation of the Directorate of Finance and Risk Management, with the following details:



### PIHAK PENGELOLA TEKNOLOGI INFORMASI

Vice President Corporate Social Responsibility melaksanakan tugas dan tanggung jawab dengan didukung oleh 2 (dua) Manager, dengan penjelasan sebagai berikut:

1. Menetapkan perencanaan dan melakukan pengendalian terkait tata kelola, pengembangan, layanan dan operasional sistem informasi.
2. Menetapkan perencanaan dan melakukan pengendalian terkait pengembangan teknologi data dan sistem tiket.
3. Menyelenggarakan pembinaan sistem informasi di Anak Perusahaan agar selaras dengan arah pengembangan sistem informasi yang ditetapkan oleh Perusahaan.

### INFORMATION TECHNOLOGY MANAGEMENT

The Vice President of Corporate Social Responsibility carries out duties and responsibilities supported by 2 (two) Managers, with the following explanation:

1. Establishing planning and controlling related to governance, development, services, and operations of information systems.
2. Establishing planning and controlling related to the development of data technology and ticketing systems.
3. Conducting information systems development in Subsidiaries to align with the direction of information systems development set by the Company.



Divisi Information System membawahi Subdivisi IT Planning and Governance, Subdivisi IT Design and Development, Subdivisi IT Operation, Subdivisi Enterprise Resource Planning, dan Ticketing Project Director. Selain itu, terdapat perwakilan unit sistem informasi di daerah meliputi Daerah Operasi, Divisi Regional, dan Balai Yasa.

The Information Systems Division oversees the IT Planning and Governance Subdivision, IT Design and Development Subdivision, IT Operation Subdivision, Enterprise Resource Planning Subdivision, and Ticketing Project Director. Additionally, there are representatives of the information systems unit in the regions, including the Operating Areas, Regional Divisions, and Balai Yasa.

### ROADMAP TEKNOLOGI INFORMASI

Divisi Information System bekerja sesuai Rencana Jangka Panjang Perusahaan 2020-2024, IT Master Plan, dan IT Governance. Informasi roadmap TI Perseroan adalah sebagai berikut:

### INFORMATION TECHNOLOGY ROADMAP

The Information System Division works in accordance with the Company's Long-Term Plan 2020-2024, IT Master Plan, and IT Governance. The Company's IT roadmap information is as follows:



#### a. Rencana Jangka Panjang Perusahaan

Rencana Jangka Panjang Perusahaan periode 2020-2024 meliputi strategi bisnis perusahaan guna mewujudkan visi dan misi Perseroan termasuk strategi terkait Teknologi Informasi.

#### a. Company Long-Term Plan

The Company's Long-Term Plan for the period 2020-2024 includes the Company's business strategies to realize its vision and mission, including strategies related to Information Technology.

#### b. IT Master Plan

Teknologi Informasi merupakan penjabaran dari RJPP untuk program strategis Teknologi Informasi sesuai dengan periode RJPP 2020-2024.

#### b. IT Master Plan

The IT Master Plan is an elaboration of the Long-Term Corporate Plan (RJPP) for strategic Information Technology programs in line with the RJPP period 2020-2024.

#### c. IT Governance

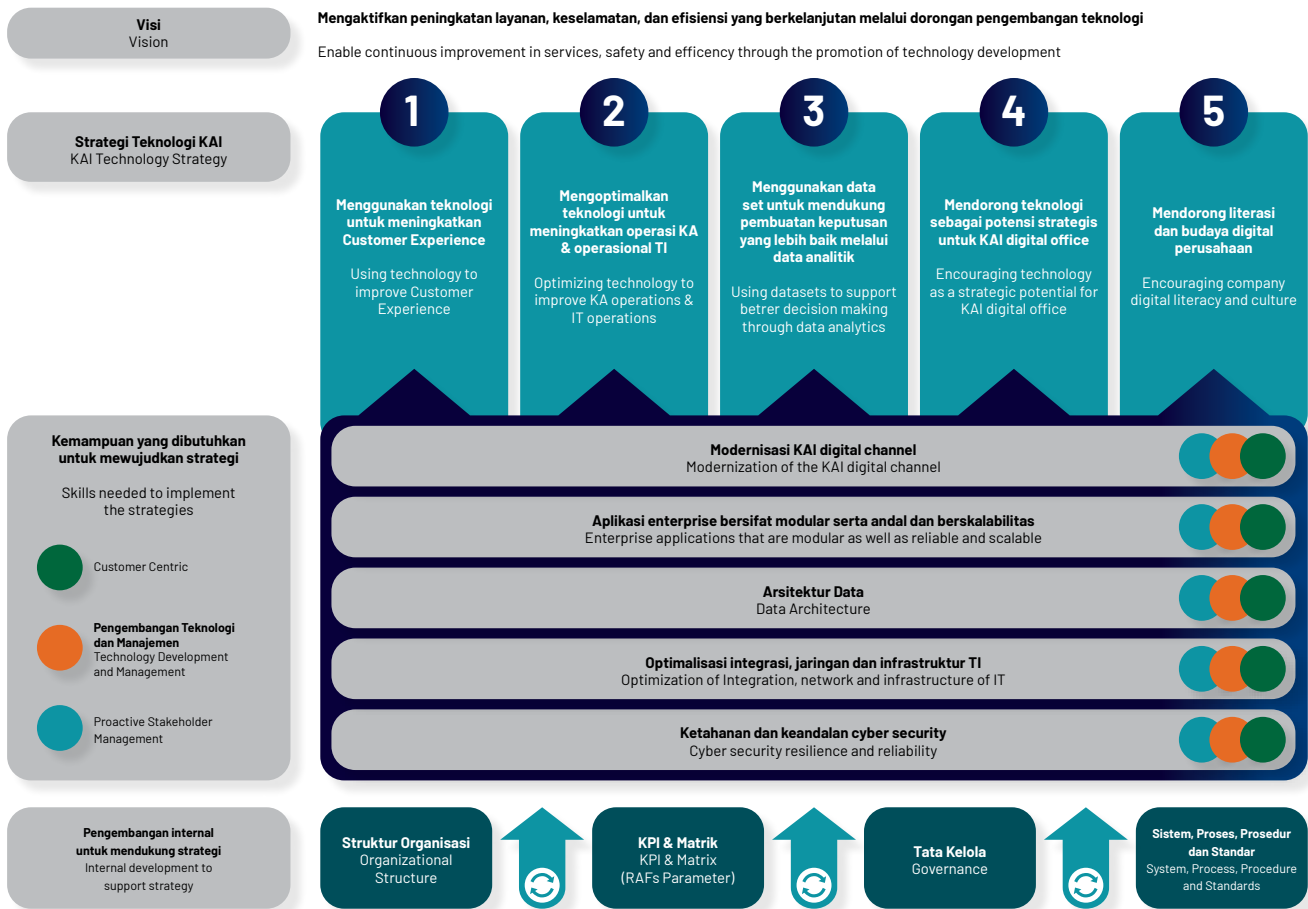
IT Governance untuk mendukung proses bisnis Teknologi Informasi, dengan kebijakan yang ditetapkan berdasarkan *framework* COBIT, ISO 27001, TOGAF serta *best practice* lainnya ISO 27001 dan *Maturity Level* diterapkan sebagai evaluasi dalam pelaksanaan tata kelola Teknologi Informasi.

#### c. IT Governance

IT Governance supports Information Technology business processes, with policies established based on the COBIT framework, ISO 27001, TOGAF, and other best practices. ISO 27001 and Maturity Level are applied as evaluations in the implementation of Information Technology governance.

## VISI DAN MISI TEKNOLOGI INFORMASI

## VISION AND MISSION OF INFORMATION TECHNOLOGY



## MASTERPLAN TEKNOLOGI INFORMASI

Sebagai entitas BUMN, Perseroan diwajibkan untuk memiliki Master Plan TI berjangka waktu yang di-review secara periodik. Hal tersebut didasarkan pada Peraturan Menteri BUMN No. PER-02/MBU/2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi Badan Usaha Milik Negara dan perubahannya melalui Peraturan Menteri BUMN No. PER03/MBU/02/2018. Lebih dari itu, keberadaan Master Plan TI selaras dengan ketentuan di dalam Surat Kementerian BUMN No. S-949/MBU/10/2020 perihal tindak lanjut Aspirasi Pemegang Saham (APS) terkait Teknologi dan Teknologi Informasi Tahun 2021 khusus bidang Teknologi Informasi.

## INFORMATION TECHNOLOGY MASTERPLAN

As a state-owned enterprise, the Company is required to have an IT Masterplan with a set period that is reviewed periodically. This requirement is based on the Ministry of SOE Regulation No. PER-02/MBU/2013 regarding the Guidelines for Information Technology Management of State-Owned Enterprises and its amendments through Ministry of SOE Regulation No. PER03/MBU/02/2018. Furthermore, the existence of the IT Masterplan aligns with the provisions in the Ministry of SOE Letter No. S-949/MBU/10/2020 regarding the follow-up on Shareholder Aspirations (APS) related to Technology and Information Technology for the year 2021, specifically in the field of Information Technology.

KAI telah memiliki Master Plan TI 2020-2024 sebagai rencana strategis pengembangan Teknologi Informasi untuk periode 2020 sampai dengan 2024, yang diterapkan selaras dengan RJPP Perusahaan 2020-2024. Master Plan TI 2020-2024 dijabarkan menjadi sejumlah aspek implementasi, sebagai berikut:

1. *Business & IT Assessment*, meliputi arahan strategis bisnis baik internal maupun eksternal serta gambaran kondisi TI yang telah berjalan.
2. *Penyelarasan bisnis dan IT*, meliputi penyelarasan strategi bisnis maupun fungsional bisnis dengan Teknologi Informasi.
3. *IT Maturity*, meliputi pengukuran kematangan tata Kelola Teknologi Informasi berdasarkan *framework* COBIT maupun *Gartner*.
4. *Desain Enterprise Architecture*, meliputi penggambaran Teknologi Informasi ke dalam arsitektur baik dari segi aplikasi, teknologi, maupun tata Kelola Teknologi Informasi.
5. *Analisis Kesenjangan*, merupakan GAP Assessment dari segi aplikasi, infrastruktur maupun tata Kelola Teknologi Informasi.
6. *Potensi Inisiatif*, meliputi inisiatif segi aplikasi, infrastruktur maupun tata Kelola Teknologi Informasi.
7. *Analisis Prioritas dan Portofolio*, meliputi penentuan prioritas inisiatif beserta rencana implementasi tahun 2020-2024.
8. *Roadmap Digitalisasi Teknologi Informasi*, meliputi program digitalisasi tahun 2020-2024 sesuai dengan inisiatif IT Master Plan.
9. *Resume estimasi biaya implementasi dan kebutuhan tenaga ahli tahun 2020-2024* baik dari segi aplikasi, teknologi, maupun tata Kelola Teknologi Informasi

Dokumen *Masterplan* TI 2020-2024 mengarahkan pengembangan TI KAI agar sejalan dengan strategi bisnis dan memberikan manfaat yang diharapkan. Dengan ini, dibutuhkan komitmen dari seluruh unsur Perseroan mencakup manajemen untuk mengimplementasikan *Masterplan* TI 2020-2024 dengan baik. Langkah tersebut dilakukan untuk mewujudkan masa depan bisnis yang berkelanjutan.

KAI has established an IT Masterplan for 2020-2024 as a strategic plan for the development of Information Technology for the period from 2020 to 2024, which is implemented in alignment with the Company's Long-Term Plan (RJPP) 2020-2024. The IT Masterplan 2020-2024 is detailed into several implementation aspects, as follows:

1. *Business & IT Assessment*, includes strategic business directions both internal and external, as well as the current state of IT operations.
2. *Business and IT Alignment*, covers the alignment of business and functional strategies with Information Technology.
3. *IT Maturity*, involves measuring the maturity of IT governance based on COBIT and Gartner frameworks.
4. *Enterprise Architecture Design*, encompasses the depiction of Information Technology in architecture, including application, technology, and IT governance aspects.
5. *Gap Analysis*, represents a Gap Assessment from the perspectives of applications, infrastructure, and IT governance.
6. *Potential Initiatives*, covers initiatives related to applications, infrastructure, and IT governance.
7. *Priority and Portfolio Analysis*, includes the determination of initiative priorities and the implementation plan for 2020-2024.
8. *IT Digitalization Roadmap*, includes the digitalization program for 2020-2024 in accordance with the IT Master Plan initiatives.
9. *Cost and Expert Resource Estimates*, provides estimates of implementation costs and expert needs for 2020-2024 in terms of applications, technology, and IT governance.

The IT Masterplan Document 2020-2024 guides KAI's IT development to align with business strategies and deliver the expected benefits. Therefore, commitment from all elements of the Company, including management, is necessary to effectively implement the IT Masterplan 2020-2024. This step was taken to realize a sustainable business future.

## PENERAPAN TATA KELOLA TEKNOLOGI INFORMASI KAI

Penerapan Tata Kelola Teknologi Informasi mencakup dilakukannya efektivitas melalui asesmen maupun sertifikasi, antara lain:

### 1. ISO 27001 Sistem Manajemen Keamanan Informasi

Dalam penyelenggaraan Tata Kelola Teknologi Informasi, keamanan informasi merupakan aspek yang sangat penting. Kinerja Tata Kelola IT akan terganggu jika informasi Perusahaan mengalami masalah keamanan terkait aspek *Confidentiality*, *Integrity*, dan *Availability*. Implementasi Keamanan Informasi dilakukan sejak 2013 melalui sertifikasi ISO 27001. Untuk tahun 2024 Perusahaan berhasil mempertahankan sertifikasi melalui *Surveillance* Audit pada bulan Mei 2024 oleh Badan Sertifikasi CBQA Global.

### 2. Asesmen IT Maturity Level

Asesmen IT *Maturity Level* merupakan salah satu pengukuran efektivitas Tata Kelola Teknologi Informasi mengacu pada *framework* COBIT. Untuk memastikan efektivitas pengelolaan IT secara berkelanjutan, Perusahaan melakukan asesmen IT *Maturity Level* secara tahunan dan terjadwal, dengan melibatkan pihak independen. Di tahun 2024 Perusahaan telah melakukan Asesmen IT *Maturity Level* oleh Konsultan Independen dengan skor 3,79 (24 GAMO) dan 3,76 (33 GAMO).

## KAI INFORMATION TECHNOLOGY GOVERNANCE IMPLEMENTATION

The implementation of Information Technology Governance includes effectiveness through assessments and certifications, including:

### 1. ISO 27001 Information Security Management System

In the implementation of Information Technology Governance, information security is a very important aspect. IT Governance performance will be disrupted if the Company's information experiences security problems related to the aspects of *Confidentiality*, *Integrity*, and *Availability*. The implementation of Information Security has been carried out since 2013 through ISO 27001 certification. In 2024, the Company successfully maintained certification through a *Surveillance* Audit in May 2024 by the CBQA Global Certification Body.

### 2. IT Maturity Level Assessment

The IT *Maturity Level* Assessment is one of the measurements of the effectiveness of Information Technology Governance referring to the COBIT framework. To ensure the effectiveness of IT management on an ongoing basis, the Company conducts an IT *Maturity Level* assessment annually and on a schedule, involving independent parties. In 2024, the Company conducted an IT *Maturity Level* Assessment by an Independent Consultant with a score of 3.79 (24 GAMO) and 3.76 (33 GAMO).

Evaluasi dan dampak investasi TI Perseroan di tahun 2024 adalah sebagai berikut:

The evaluation and impact of the Company's IT investments in 2024 are as follows:

| Program Kerja /<br>Work Program                                                                                                      | Dampak /<br>Impact         | Evaluasi /<br>Evaluation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Optimalisasi <i>Enterprise Risk Management System</i> (SMARTKA) / Optimization of <i>Enterprise Risk Management System</i> (SMARTKA) | <i>Process Improvement</i> | <p>Pengisian <i>Risk and Control Self Assessment</i> (RCSA) yang sebelumnya manual menjadi digital sejak tahun 2021 serta adanya efisiensi waktu dalam pengumpulan data risiko dari semua unit. / The filling of the <i>Risk and Control Self Assessment</i> (RCSA) which was previously manual has become digital since 2021 and there is time efficiency in collecting risk data from all units.</p> <p>Implementasi Pengisian RCSA di Anak Perusahaan memastikan standarisasi manajemen dan mempermudah monitoring risiko KAI Group. Digitalisasi lebih baik membantu meminimalkan kesalahan pencatatan manual serta memastikan semua transaksi RCSA terdokumentasi. / The implementation of RCSA filling in subsidiaries ensures standardization of management and facilitates monitoring of KAI Group risks. Better digitalization helps minimize manual recording errors and ensures that all RCSA transactions are documented.</p> <p>Notifikasi otomatis dan dashboard memberikan informasi <i>real-time</i> lebih jelas bagi <i>stakeholder</i>, meningkatkan kemudahan akses dan otomatisasi pengelolaan risiko. / Automatic notifications and dashboards provide clearer <i>real-time</i> information for stakeholders, increasing ease of access and automation of risk management.</p> |

| Program Kerja /<br>Work Program                                                    | Dampak /<br>Impact                                                  | Evaluasi /<br>Evaluation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Optimalisasi Sales Management System /<br>Optimization of Sales Management System  | Business dan Process Improvement / Business and Process Improvement | <ol style="list-style-type: none"> <li>Integrasi sistem anak perusahaan dengan <i>holding</i> sehingga produk-produk KAI group dapat diakses melalui satu aplikasi yaitu <i>Access by KAI</i>. / Integration of subsidiary systems with holding so that KAI group products can be accessed through one application, namely <i>Access by KAI</i>.</li> <li>Terdapat <i>fee sharing</i> setiap transaksi top up Kartu Multi Trip (PT KCI) dengan induk holding PT KAI. / There is a fee sharing for every top up transaction of Multi Trip Card (PT KCI) with the parent holding PT KAI.</li> <li>Peningkatan proses bisnis dalam penyediaan laporan harian, <i>tracking</i> posisi KA untuk angkutan barang dan portal customer pada komersialisasi aset. / Improvement of business processes in providing daily reports, tracking train positions for freight transportation and customer portals for asset commercialization.</li> </ol> |
| Optimalisasi Railway Management System /<br>Railway Management System Optimization | Process Improvement                                                 | Grafik Perjalanan KA (Gapeka) yang sebelumnya manual menjadi digital sehingga lebih efisiensi waktu dalam pengelolaannya. / The Train Travel Chart (Gapeka) which was previously manual has become digital, making it more time efficient in its management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Dukungan Transformasi Digital / Digital Transformation Support                     | System Improvement                                                  | Peningkatan infrastruktur dan sistem guna mendukung Transformasi Digital. / Infrastructure and system improvements to support Digital Transformation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### TINGKAT KEAMANAN TEKNOLOGI INFORMASI KAI

Perusahaan telah membentuk Tim Tanggap Insiden Siber (CSIRT) untuk memberikan layanan serta penanganan keamanan dan ketahanan siber yang responsif dan profesional. Tim Tanggap Insiden Siber (CSIRT) melaksanakan tugas dan tanggung jawab dalam penanganan insiden siber, sosialisasi keamanan siber, serta berkoordinasi dengan pihak eksternal Perusahaan dalam penanganan insiden siber.

Selain itu juga, Perusahaan merupakan Pengendali Data Pribadi yang harus patuh terhadap Undang-Undang No. 27 Tahun 2022 tentang Pelindungan Data Pribadi. Sehingga Perusahaan telah membentuk Tim Penyiapan Penerapan Pelindungan Data Pribadi untuk melaksanakan tugas menyusun Peraturan Direksi Pelindungan Data Pribadi, menyusun RoPA (*Record of Processing Activities*) dan melakukan awareness kepada seluruh pekerja untuk meningkatkan kesadaran pentingnya menjaga keamanan data pribadi.

### KAI INFORMATION TECHNOLOGY SECURITY LEVEL

The Company has formed a Cyber Incident Response Team (CSIRT) to provide responsive and professional cyber security and resilience services and handling. The Cyber Incident Response Team (CSIRT) carries out duties and responsibilities in handling cyber incidents, socializing cyber security, and coordinating with external parties of the Company in handling cyber incidents.

In addition, the Company is a Personal Data Controller that must comply with Law No. 27 of 2022 concerning Personal Data Protection. Therefore, the Company has formed a Personal Data Protection Implementation Preparation Team to carry out the task of preparing the Personal Data Protection Board of Directors Regulation, preparing RoPA (*Record of Processing Activities*) and raising awareness to all employees to increase awareness of the importance of maintaining personal data security.





# Laporan Keberlanjutan

## Sustainability Report







# Laporan Keberlanjutan

Sustainability Report



## Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights

### Kinerja Aspek Ekonomi [OJK B.1]

### Economic Aspect Performance [OJK B.1]

| Uraian / Description                                                                            | Satuan / Unit                       | 2024           | 2023           | 2022           |
|-------------------------------------------------------------------------------------------------|-------------------------------------|----------------|----------------|----------------|
| <b>Kuantitas Produk/Jasa (sesuai jenis produk) / Product/Service Quantity (by product type)</b> |                                     |                |                |                |
| Angkutan Penumpang / Passenger Transportation                                                   | Penumpang / Customer                | 453.343.189    | 388.776.604    | 284.448.804    |
| Angkutan Barang / Cargo                                                                         | Ton / Tons                          | 69.201.670     | 63.694.966     | 58.006.880     |
| Pendapatan / Revenues                                                                           | Ribuan Rupiah / Thousands of Rupiah | 36.108.216.958 | 35.106.535.574 | 25.577.639.010 |
| Laba (Rugi) tahun berjalan / Income (Loss) for the Year                                         | Ribuan Rupiah / Thousands of Rupiah | 2.222.582.760  | 1.871.548.137  | 1.685.989.220  |
| Produk Ramah Lingkungan: Kereta Rel Listrik / Eco-Friendly Product: Electric Rail Train         | Unit Gerbong / Carriage Unit        | 132            | 994            | 1.064          |
| Jumlah pemasok lokal / Total Local Suppliers                                                    | Perusahaan/mitra / Company/partner  | 197            | 173            | 182            |
| Persentase pemasok lokal / Local Supplier Percentage                                            | Perusahaan/mitra / Company/partner  | 97,29%         | 70,32%         | 70,00%         |

### Kinerja Aspek Lingkungan Hidup [OJK B.2]

### Environmental Aspects Performance [OJK B.2]

| Uraian / Description                                                      | Satuan / Unit                   | 2024       | 2023       | 2022      |
|---------------------------------------------------------------------------|---------------------------------|------------|------------|-----------|
| <b>Penggunaan Energi / Energy Usage</b>                                   |                                 |            |            |           |
| Penggunaan Listrik dari Solar Panel / Solar Panel Electricity Usage       | GJ                              | 6.969      | 4.731      | 742       |
| Penggunaan Listrik PLN / PLN Electricity Usage                            | GJ                              | 242.654    | 315.533    | 291.062   |
| Penggunaan Bensin / Use of Fuel                                           | GJ                              | 13.368     | 10.813     | 11.361    |
| Penggunaan Solar / Use of Diesel Fuel                                     | GJ                              | 8.008      | 8.691      | 7.312     |
| Penggunaan Biosolar / Use of Biodiesel Fuel                               | GJ                              | 11.581.687 | 11.342.431 | 9.900.718 |
| Intensitas Pemakaian Energi / Energy Usage Intensity                      | • GJ/Penumpang / GJ/ Passenger  | 0,026      | 0,030      | 0,036     |
|                                                                           | • GJ/Ton Barang / GJ/ Ton Goods | 0,171      | 0,183      | 0,176     |
|                                                                           | • GJ/Rp Miliar / GJ/ Rp Billion | 0,328      | 0,333      | 0,407     |
| Penggunaan Air / Water Usage                                              | Megaliter                       | 920,23     | 442,38     | 701,03    |
| <b>Emisi yang dihasilkan / Emission generated</b>                         |                                 |            |            |           |
| Cakupan 1 Emisi Bensin dan Biosolar / Scope 1 Fuel and Biodiesel Emission | Ton CO <sub>2</sub> -eq         | 780.129    | 767.902    | 670.454   |
| Cakupan 2 Emisi Listrik PLN / Scope 2 PLN Electricity Emission            | Ton CO <sub>2</sub> -eq         | 57.293     | 74.501     | 68.723    |



Laporan Keberlanjutan  
Sustainability Report

| Uraian / Description                                                 | Satuan / Unit                                                          | 2024        | 2023        | 2022        |
|----------------------------------------------------------------------|------------------------------------------------------------------------|-------------|-------------|-------------|
| Cakupan 3 Emisi Perjalanan Dinas / Scope 3 Business Trip Emission    | Ton CO <sub>2</sub> -eq                                                | 1.910       | 3.379       | 3.068       |
| Intensitas Emisi per Pendapatan / Emission Intensity per Revenue     | Ton CO <sub>2</sub> -eq/Rp Miliar / Ton CO <sub>2</sub> -eq/Rp Billion | 0,023       | 0,024       | 0,029       |
| Pengurangan Emisi / Emission Reduction                               | Ton CO <sub>2</sub> -eq                                                | 6.449       | —*          | —*          |
| <b>Pelestarian Keanekaragaman Hayati / Biodiversity Conservation</b> |                                                                        |             |             |             |
| Penanaman Pohon / Tree Planting                                      | Pohon / Tree                                                           | 5.216       | 17.123      | 64.157      |
| Pengaduan Lingkungan / Environmental Complaint                       | Kasus / Case                                                           | Nihil / Nil | Nihil / Nil | Nihil / Nil |
| Pengurangan Limbah / Waste Reduction                                 | Ton                                                                    | (716)       | 264         | 503         |

\*) Tahun 2023 & 2022 belum dilakukan pengukuran emisi karena penetapan *baseline* emisi baru dilakukan pada tahun 2023 / Emission measurements have not been carried out in 2023 & 2022 because the determination of the new emission baseline was carried out in 2023.

## Kinerja Aspek Sosial [OJK B.3]

## Social Aspect Performance [OJK B.3]

| Uraian / Description                                                                                      | Satuan / Unit                        | 2024           | 2023           | 2022          |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------|----------------|----------------|---------------|
| <b>Rata-rata jam pelatihan per Pekerja / Average Hour of Training Per-Employee</b>                        |                                      |                |                |               |
| • Laki-laki / Male                                                                                        | Jam / Hours                          | 82,21          | 47,45          | 5,32          |
| • Perempuan / Female                                                                                      |                                      | 47,17          | 40,67          | 4,35          |
| Kepuasan Pekerja / Employee Satisfaction                                                                  | Poin / Points                        | 4,28           | 4,25           | 4,17          |
| Pengaduan Pelanggan / Customer Complaint                                                                  | Kasus / Cases                        | 179.071        | 44.735         | 29.106        |
| Kepuasan Penumpang / Passenger Satisfaction                                                               | Skala (Kategori) / Scale (Category)  | 4,51 (High)    | 4,44 (High)    | 4,39 (High)   |
| <b>Aspek Sosial-Kemasyarakatan / Social-Community Aspect</b>                                              |                                      |                |                |               |
| Penyaluran Tanggung Jawab Sosial dan Lingkungan / Social and Environment Responsibility Fund Distribution | Rupiah Penuh / Full Amount of Rupiah | 16.909.999.148 | 14.999.621.732 | 9.645.348.012 |
| Pendanaan Mitra Binaan / Partnership Fund Distribution                                                    | Rupiah Penuh / Full Amount of Rupiah | 5.421.248.338  | 16.696.315.845 | 7.066.650.000 |
| Jumlah Mitra Binaan / Total Fostered Partners                                                             | Perusahaan/Mitra / Company/Partner   | 225            | 626            | 2.571         |

## Tentang Laporan Keberlanjutan

### About Sustainability Report

KAI menyediakan Laporan Keberlanjutan sebagai bentuk laporan kepada seluruh pemangku kepentingan yang mencakup informasi aspek ekonomi, sosial, dan lingkungan, serta pengungkapan tata kelola keberlanjutan di KAI dan seluruh anak Perusahaan. **[GRI 2-2]**

Laporan Keberlanjutan KAI disajikan menyatu dengan Laporan Tahunan dan menjadi bagiannya tersendiri. Laporan Keberlanjutan ini juga disusun dengan berlandaskan:

1. Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.
2. Surat Edaran Otoritas Jasa Keuangan Republik Indonesia No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten dan Perusahaan Publik.
3. Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Programs* (SDGs).
4. Standar *Global Reporting Initiative* (GRI) 2021 yang berlaku sebagai acuan internasional (*with reference*).

KAI presents this Sustainability Report as part of its accountability to all stakeholders, covering economic, social, and environmental aspects, as well as disclosures on sustainability governance across KAI and its subsidiaries. **[GRI 2-2]**

The Sustainability Report is integrated into the Annual Report as a dedicated section. It has been prepared in accordance with the following frameworks:

1. Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies.
2. Financial Services Authority Circular No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports for Issuers and Public Companies.
3. Sustainable Development Goals (SDGs).
4. Global Reporting Initiative (GRI) Standards 2021 that are applicable as international benchmark using "with reference" option.



Pengungkapan yang ada di Laporan Keberlanjutan ini mencakup laporan KAI dan seluruh anak Perusahaannya selama tahun 2024, mulai dari 1 Januari 2024–31 Desember 2024 dan menjadi Laporan Keberlanjutan ke-11 (sebelas) sejak pertama kali KAI melaporkan Laporan Keberlanjutan pada tahun 2014. Laporan Keberlanjutan ini telah disetujui oleh Direksi dan dimuat dalam Laporan Tahunan KAI 2024 sebagai bagiannya yang dipublikasikan dalam edisi cetak dan elektronik pada situs web resmi KAI, yaitu [www.kai.id](http://www.kai.id). **[GRI 2-3]**

Dalam penyajiannya, KAI terus berbenah dari waktu ke waktu untuk memperbaiki kualitas penulisan laporan maupun akurasi data sebagai bentuk transparansi tata kelola perusahaan. Pada laporan ini, terdapat data yang disajikan kembali yang ditandai dengan keterangan pada data dimaksud, dikarenakan terdapat perubahan data pada tahun 2023 dan 2022 sehubungan dengan perubahan metode pencatatan/pengumpulan data. Selama tahun 2024, KAI tidak menerima umpan balik atas Laporan Keberlanjutan 2023. **[GRI 2-4]**

Laporan Keberlanjutan ini diharap bisa menjadi parameter para pemangku kepentingan dalam mempelajari serta memberikan penilaian dari pelaksanaan kinerja keberlanjutan untuk tahun 2024. Perusahaan selalu berkomitmen untuk terus meningkatkan kualitas penulisan laporan secara kontinyu melalui mekanisme timbal balik yang positif dengan melibatkan pemangku kepentingan. Untuk itu, kami membuka diri untuk seluruh pihak apabila terdapat saran atau kritik yang ingin disampaikan melalui:

#### Kontak KAI **[GRI 2-3]**

##### PT Kereta Api Indonesia (Persero)

Alamat : Jalan Perintis Kemerdekaan No. 1,  
Bandung 40117 PO Box 1163 Bandung  
40000, Indonesia  
Telp : (022) 4230031, 4230039, 4230054  
Fax : (022) 4203342 ext. 10039  
E-mail : [dokumen@kai.id](mailto:dokumen@kai.id)

##### Media Sosial

WhatsApp : 0811-1211-1121  
Facebook : Kereta Api Kita, KAI121 X  
(Twitter) : @Kereta Apikita, @kai121  
Instagram : @Kereta Apikita, @kai121\_  
Youtube : Kereta Api Kita  
TikTok : @kai121\_  
Podcast : Sahabat KAI

This Sustainability Report covers PT KAI and its subsidiaries for the 2024 reporting period (January 1 – December 31, 2024) and marks the 11th edition since KAI first published its Sustainability Report in 2014. The report has been approved by the Board of Directors and included in the KAI's 2024 Annual Report, available in both print and digital formats on KAI's official website: [www.kai.id](http://www.kai.id). **[GRI 2-3]**

In its preparation, PT KAI continuously strives to enhance report quality and data accuracy as part of its commitment to transparent corporate governance. Some data presented in this report has been restated, with corresponding annotations, due to changes in the data in 2023 and 2022 related to changes in data recording/collection methods. Throughout 2024, PT KAI did not receive any formal feedback on its 2023 Sustainability Report. **[GRI 2-4]**

This report is intended to serve as a benchmark for stakeholders in assessing PT KAI's sustainability performance for 2024. The Company remains committed to improving reporting quality through ongoing engagement and constructive feedback from stakeholders. We welcome input from all parties and invite suggestions or critiques via:

#### KAI Contact **[GRI 2-3]**

##### PT Kereta Api Indonesia (Persero)

Address : Jalan Perintis Kemerdekaan No. 1,  
Bandung 40117 PO Box 1163 Bandung  
40000, Indonesia  
Telp : (022) 4230031, 4230039, 4230054  
Fax : (022) 4203342 ext. 10039  
E-mail : [dokumen@kai.id](mailto:dokumen@kai.id)

##### Social Media

WhatsApp : 0811-1211-1121  
Facebook : Kereta Api Kita, KAI121 X  
(Twitter) : @Kereta Apikita, @kai121  
Instagram : @Kereta Apikita, @kai121\_  
Youtube : Kereta Api Kita  
TikTok : @kai121\_  
Podcast : Sahabat KAI

## TOPIK MATERIAL

### Proses Penentuan Topik Material [GRI 3-1]

KAI memahami kegiatan operasionalnya dapat menimbulkan dampak bagi lingkungan dan masyarakat. Secara signifikan, industri kereta api dapat meningkatkan konektivitas, peningkatan mobilitas, pertumbuhan ekonomi lokal, dan berkurangnya polusi udara. Namun di sisi lain, industri kereta api dapat memunculkan dampak terhadap masalah lingkungan dan sosial, seperti pelepasan emisi gas rumah kaca dan potensi konflik dengan masyarakat setempat.

Atas dasar pemahaman tersebut, Perseroan mengidentifikasi dan memprioritaskan isu-isu yang paling signifikan terkait dengan dampak perusahaan terhadap lingkungan, sosial, dan ekonomi. Pada tanggal 5-19 Februari 2024 KAI melakukan pengkajian terhadap topik material agar sesuai dengan perkembangan bisnis Perseroan. Penentuan topik material yang dilakukan dengan melibatkan penanggung jawab penyusunan Laporan Berkelanjutan yang bekerjasama dengan tim penyusun (eksternal), serta melibatkan sejumlah divisi.

Merujuk pada pedoman GRI Standar 2021, KAI melakukan empat langkah penentuan topik material sebagai berikut:

#### 1. Memahami Konteks Keberlanjutan KAI

Pada 15-19 Februari 2024, PT Kereta Api Indonesia (KAI) menyelenggarakan Focus Group Discussion (FGD) sebagai bagian dari upaya strategis untuk mengidentifikasi dimensi-dimensi keberlanjutan yang mencakup aktivitas operasional, hubungan bisnis, keterlibatan pemangku kepentingan, serta konteks keberlanjutan dari seluruh entitas anak perusahaan, termasuk pihak dengan kepentingan minoritas. Kegiatan ini melibatkan partisipasi berbagai divisi terkait, antara lain Divisi Komunikasi, Sumber Daya Manusia, Hubungan Investor, Hukum dan Kepatuhan, Pemasaran dan Penjualan, Pengadaan, serta Pengembangan Produk.

#### 2. Mengidentifikasi Dampak Aktual dan Potensial

Dalam tahap ini, KAI berupaya melakukan identifikasi atas dampak-dampak yang telah terjadi (aktual), baik yang bersifat positif maupun negative, serta dampak-dampak potensial yang mungkin muncul dalam jangka pendek, menengah, maupun Panjang. KAI juga melakukan pemetaan terhadap dampak yang diharapkan dan tidak, serta dampak yang dapat dipulihkan dan tidak. Proses identifikasi ini dilaksanakan melalui pengumpulan perspektif dari berbagai pemangku kepentingan, termasuk masukan dari pihak konsultan dan akademisi, yang dihimpun melalui survei dalam bentuk kuesioner.

## MATERIAL TOPICS

### Determining Content and Material Topics [GRI 3-1]

KAI recognizes that its operational activities may have environmental and social impacts. Significantly, the railway industry can enhance connectivity, improve mobility, drive local economic growth, and reduce air pollution. However, it may also generate environmental and social challenges, such as greenhouse gas emissions and potential conflicts with local communities.

Based on this understanding, the Company identifies and prioritizes the most significant issues related to its environmental, social, and economic impacts. From February 5-19, 2024, KAI analyzed its material topics to align with the Company's business developments. The materiality assessment was conducted in collaboration with the team responsible for preparing the Sustainability Report (including external contributors) and involved multiple divisions.

In accordance with the GRI Standards 2021 guidelines, KAI carried out a four-step materiality determination process as follows:

#### 1. Understanding KAI's Sustainability Context

From February 15 to 19, 2024, PT Kereta Api Indonesia (KAI) organized a Focus Group Discussion (FGD) as part of its strategic efforts to identify sustainability dimensions, including operational activities, business relationships, stakeholder engagement, and the sustainability context across all subsidiary entities, including minority interests. This initiative involved the participation of various relevant divisions, such as the Communications Division, Human Resources, Investor Relations, Legal and Compliance, Marketing and Sales, Procurement, and Product Development.

#### 2. Identifying Actual and Potential Impacts

During this phase, KAI worked to identify both actual impacts (whether positive or negative) and potential impacts that may arise in the short, medium, or long term. The Company also mapped out expected versus unexpected impacts, as well as reversible versus irreversible ones. This identification process was conducted by gathering perspectives from multiple stakeholders, including input from consultants and academics, collected through questionnaire-based surveys.

Seluruh dampak yang diidentifikasi mengacu pada ketentuan dalam Standar GRI 2021 Konsolidasi, dan Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tahun 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Dampak aktual dan potensial (topik material) yang berhasil diidentifikasi sebanyak 16 material, meliputi:

All identified impacts align with the provisions of the GRI 2021 Consolidated Standards and Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies. A total of 16 material actual and potential impacts were identified, covering:

| Aspek Ekonomi /<br>Economic Aspect                                                                                                                                                  | Aspek Lingkungan /<br>Environment Aspect                                                                                                                                                                                                                                                 | Aspek Sosial /<br>Social Aspect                                                                                                                                                                                                                                                                                                               | Aspek Tata Kelola /<br>Governance Aspect                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Kinerja Ekonomi / Economic Performance</li> <li>Transparansi Pajak / Tax Transparency</li> <li>Keberadaan Pasar / Market Presence</li> </ul> | <ul style="list-style-type: none"> <li>Energi / Energy</li> <li>Air dan Efluen / Water and Effluents</li> <li>Limbah / Waste</li> <li>Emisi / Emissions</li> <li>Material ramah lingkungan / Environmentally Friendly Materials</li> <li>Keanekaragaman Hayati / Biodiversity</li> </ul> | <ul style="list-style-type: none"> <li>Kesehatan dan Keselamatan Kerja (K3) / Occupational Health and Safety (OHS) Compliance</li> <li>Pengembangan dan Kesejahteraan Pekerja / Employee Development and Welfare</li> <li>Keselamatan Pelanggan / Customer Safety</li> <li>Pemberdayaan Masyarakat Sekitar / Community Empowerment</li> </ul> | <ul style="list-style-type: none"> <li>Kepatuhan dan Etika Bisnis / Business Ethics</li> <li>Teknologi Informasi Digital / Digital Information Technology</li> <li>Rantai Pasok Berkelanjutan / Sustainable Supply Chain</li> </ul> |

### 3. Menilai Signifikansi Dampak

Berdasarkan hasil identifikasi topik material, KAI melanjutkan proses dengan melakukan penilaian terhadap tingkat signifikansi dampak dari masing-masing topik, bekerja sama dengan konsultan dan kalangan akademisi. Penilaian terhadap dampak negatif dilakukan dengan mempertimbangkan tingkat keparahan yang mencakup skala, ruang lingkup, serta konsekuensi yang bersifat tidak dapat dipulihkan, disertai dengan analisis terhadap kemungkinan terjadinya dampak tersebut di masa mendatang. Selain itu, signifikansi dampak negatif juga dianalisis berdasarkan potensi pelanggaran terhadap Hak Asasi Manusia (HAM). Sementara itu, penilaian signifikansi untuk dampak positif dilakukan dengan memperhatikan skala dan cakupan pengaruh, serta kemungkinan terjadinya dampak tersebut dalam periode tertentu.

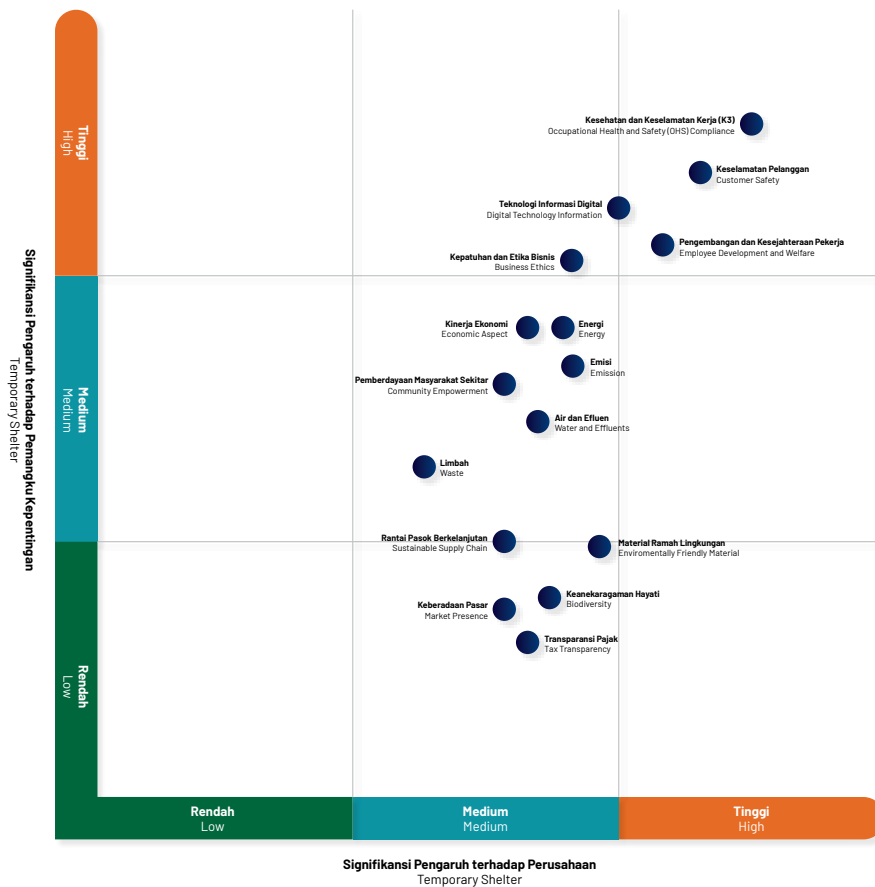
Proses penilaian ini dilaksanakan melalui penyebaran kuesioner kepada para pemangku kepentingan, baik dari lingkungan internal Perusahaan maupun eksternal. Hasil dari tahap ini adalah asesmen signifikansi dampak yang dirumuskan sebagai berikut:

### 3. Assessing Impact Significance

Based on the material topics identification results, KAI proceeded to evaluate the significance level of each impact in collaboration with consultants and academic experts. For negative impacts, the assessment considered severity levels encompassing scale, scope, and irremediable consequences, along with an analysis of the likelihood of future occurrence. Additionally, the significance of negative impacts was evaluated based on potential human rights violations. For positive impacts, significance assessment examined the scale and breadth of influence, as well as the probability of these impacts materializing within a specific timeframe.

This evaluation process was conducted through stakeholder questionnaires distributed to both internal and external parties. The outcome of this stage was an impact significance assessment formulated as follows:

Meningkatkan Konektivitas Mengkatalisasi Transformasi Berkelanjutan bagi Negeri  
Enhancing Connectivity, Catalyzing Sustainable Transformation for The Nation



#### 4. Memprioritaskan Dampak Paling Signifikan untuk Pelaporan

KAI telah mengelompokkan dampak paling signifikan yang mencakup beberapa topik sesuai dengan kategori yang terkait aktivitas bisnis, pemangku kepentingan, jenis hubungan bisnis, atau sumber daya ekonomi atau lingkungan. Berdasarkan asesmen signifikansi dampak, KAI memprioritaskan 10 topik material dengan signifikansi dampak yang tinggi, mencakup:

1. Kesehatan dan Keselamatan Kerja
2. Keselamatan Pelanggan
3. Pengembangan dan Kesejahteraan Pekerja
4. Teknologi Informasi Digital
5. Kepatuhan dan Etika Bisnis
6. Energi
7. Kinerja Ekonomi
8. Pemberdayaan Masyarakat Sekitar
9. Air dan Effluen
10. Limbah
11. Emisi

#### 4. Assessing Impact Significance

KAI has grouped the most significant impacts, encompassing several topics according to categories related to business activities, stakeholders, types of business relationships, or economic or environmental resources. Based on the impact significance assessment, KAI prioritized 10 material topics with high impact significance, including:

1. Occupational Health and Safety
2. Customer Safety
3. Employee Development and Welfare
4. Digital Information Technology
5. Compliance and Business Ethics
6. Energy
7. Economic Performance
8. Community Empowerment
9. Water and Effluents
10. Waste
11. Emission

KAI bekerja sama dengan pihak-pihak terkait baik dari dalam maupun luar perusahaan untuk melaksanakan uji materialitas dan menyusun daftar topik yang dianggap penting bagi organisasi. Sekretaris Perusahaan bertugas memastikan bahwa seluruh topik material telah terpenuhi. Dewan Komisaris dan Direksi selaku badan tata kelola Perusahaan turut terlibat memberikan persetujuan sebelum Laporan Keberlanjutan ini diterbitkan. [GRI 2-14]

Lebih lanjut, KAI menilai, topik material yang disajikan pada Laporan Keberlanjutan ini masih dinilai relevan dengan kondisi bisnis Perseroan. Dengan demikian, tidak terdapat perubahan topik material dalam pelaporan tahun ini dibandingkan dengan laporan tahun sebelumnya karena topik yang dilaporkan masih sama persis (masih relevan).

KAI collaborates with relevant internal and external stakeholders to conduct materiality assessments and compile a list of topics deemed critical to the organization. The Corporate Secretary is responsible for ensuring that all material topics have been adequately addressed. The Board of Commissioners and Board of Directors, as the Company's governing body, are also involved in providing approval before this Sustainability Report is published. [GRI 2-14]

Furthermore, KAI assesses that the material topics presented in this Sustainability Report remain relevant to the Company's business conditions. As such, there are no significant changes in material topics compared to the previous year's report because the topic being reported is still the same (still relevant).

#### Daftar Topik Material [GRI 3-2, 3-3]

| Topik Material / Material Topic                                                      | Isu Utama / Key Issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Pemangku Kepentingan yang Terdampak / Impacted Stakeholders                                                                                                                    | Alasan Mengapa Material / Reason for Materiality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Keterlibatan Perseroan / Company Involvement                                                                                                                                                                                                                                                                                                                                                                                                                           | TPB / SDGs                                                                                                                                                                                                                                                       |
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| Kesehatan dan Keselamatan Kerja [GRI 403] / Occupational Health and Safety [GRI 403] | <ul style="list-style-type: none"> <li>Sistem manajemen keselamatan dan kesehatan kerja / Occupational health and safety management system</li> <li>Layanan kesehatan yang dimiliki Perseroan / Health services provided by the Company</li> <li>Partisipasi, konsultasi, dan komunikasi pekerja pada kesehatan dan keselamatan kerja / Employee participation, consultation, and communication on occupational health and safety</li> <li>Pelatihan pekerja tentang kesehatan dan keselamatan kerja / Employee training on occupational health and safety</li> <li>Peningkatan kualitas kesehatan pekerja / Improving employee health quality</li> <li>Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis / Prevention and mitigation of occupational health and safety impacts directly related to business relationships</li> <li>Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja / Employees covered by the occupational health and safety management system</li> <li>Kecelakaan kerja yang terjadi pada periode pelaporan / Work accidents occurring during the reporting period</li> <li>Penyakit akibat kerja yang dialami oleh pekerja Perseroan / Occupational diseases experienced by Company employees</li> </ul> | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Mitra Kerja / Business Partners</li> <li>Masyarakat / Community</li> <li>Regulator / Regulators</li> </ul> | Kesehatan dan keselamatan kerja merupakan prioritas utama dalam industri perkeretaapian karena tingginya risiko kecelakaan kerja yang dapat menyebabkan cedera serius atau kematian. Lingkungan kerja yang aman dan sehat tidak hanya melindungi pekerja, tetapi juga meningkatkan produktivitas dan moral kerja. / Occupational health and safety is a top priority in the railway industry because of the high risk of work accidents which can cause serious injury or death. A safe and healthy work environment not only protects employees, but also increases productivity and morale. | Perseroan berkomitmen untuk menciptakan lingkungan kerja yang aman dan sehat melalui pelatihan K3 yang berkelanjutan, pemantauan dan evaluasi risiko secara rutin, serta penerapan standar keselamatan internasional di semua operasional. / The Company is committed to creating a safe and healthy work environment through continuous OHS training, regular risk monitoring and evaluation, and implementation of international safety standards in all operations. |    |



| Topik Material / Material Topic                                                                                                                                     | Isu Utama / Key Issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Pemangku Kepentingan yang Terdampak / Impacted Stakeholders                                                                                                                    | Alasan Mengapa Material / Reason for Materiality                                                                                                                                                                                                                                                                                                                              | Keterlibatan Perseroan / Company Involvement                                                                                                                                                                                                                                                                                                                                                          | TPB / SDGs                                                                                                                                                                                                                                                                                                                                         |
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| Keselamatan Pelanggan [GRI 416] / Customer Safety [GRI 416]                                                                                                         | <ul style="list-style-type: none"> <li>Dampak Kesehatan dan keselamatan dari berbagai kategori produk dan jasa, / Health and safety impacts of various product and service categories</li> <li>Insiden ketidakpatuhan sehubungan dengan dampak Kesehatan dan keselamatan dari produk dan jasa / Incidents of non-compliance concerning the health and safety impacts of products and services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Mitra Kerja / Business Partners</li> <li>Masyarakat / Community</li> <li>Regulator / Regulators</li> </ul> | Keselamatan pelanggan merupakan aspek krusial dalam layanan perkeretaapian, karena insiden keselamatan dapat berpengaruh pada reputasi dan kepercayaan publik terhadap Perusahaan. / Customer safety is a crucial aspect in railway services, because safety incidents can affect the reputation and public trust in the Company.                                             | Perseroan berkomitmen untuk menyediakan transportasi yang aman dan andal dengan melakukan inspeksi rutin terhadap kereta dan infrastruktur, serta mengedukasi pelanggan tentang protokol keselamatan. / The Company is committed to providing safe and reliable transportation by conducting regular inspections of trains and infrastructure, as well as educating customers about safety protocols. |                                                                                                                                                                              |
| Pengembangan dan Kesejahteraan Pekerja [GRI 401, 402, 404, 405, 406, 407] / Employee Development and Welfare [GRI 401, GRI 402, GRI 404, GRI 405, GRI 406, GRI 407] | <p><b>Kepegawaian / Manpower</b></p> <ul style="list-style-type: none"> <li>Perekrutan pekerja baru dan pergantian pekerja / Recruitment and employee turnover</li> <li>Tunjangan yang diberikan kepada pekerja purnawaktu yang tidak diberikan kepada pekerja pada kurun waktu tertentu atau paruh waktu / Benefits provided to full-time employees that are not provided to temporary or parttime employees</li> </ul> <p><b>Hubungan Tenaga Kerja / Labor Relations</b></p> <ul style="list-style-type: none"> <li>Periode pemberitahuan minimum terkait perubahan operasional / Minimum notice periods regarding operational changes</li> </ul> <p><b>Pelatihan dan Pendidikan / Training and Education</b></p> <ul style="list-style-type: none"> <li>Informasi terkait rata-rata jam pelatihan per tahun per pekerja / Information on the average hours of training per year per employee</li> <li>Program untuk meningkatkan keterampilan pekerja dan program bantuan peralihan menjelang pension / Programs to upgrade employee skills and transition assistance programs before retirement</li> <li>Persentase pekerja yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir / Percentage of employees receiving regular performance and career development reviews</li> </ul> <p><b>Keanekaragaman dan Peluang Setara / Diversity and Equal Opportunity</b></p> <ul style="list-style-type: none"> <li>Keanekaragaman badan tata kelola dan pekerja / Diversity of governance bodies and employees</li> <li>Rasio gaji pokok dan remunerasi / Ratio of basic salary and remuneration</li> </ul> <p><b>Praktik Non Diskriminatif / Non-Discriminatory Practices</b></p> <ul style="list-style-type: none"> <li>Insiden diskriminasi dan tindakan perbaikan yang dilakukan / Incidents of discrimination and corrective actions taken</li> </ul> <p><b>Kebebasan Berserikat dan Perundingan Kolektif / Freedom of Association and Collective Bargaining</b></p> <ul style="list-style-type: none"> <li>Operasi dan pemasok di mana hak kebebasan berserikat dan perundingan kolektif mungkin berisiko / Operations and suppliers where the right to freedom of association and collective bargaining may be at risk</li> </ul> | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Mitra Kerja / Business Partners</li> <li>Masyarakat / Community</li> <li>Regulator / Regulators</li> </ul> | Pengembangan dan kesejahteraan pekerja merupakan kunci untuk meningkatkan produktivitas dan retensi pekerja. Aspek ini juga memastikan penegakan hak asasi manusia, keragaman, dan kesetaraan. / Employee development and wellbeing is key to increasing employee productivity and retention. This aspect also ensures the upholding of human rights, diversity and equality. | Perseroan berkomitmen untuk menyediakan program pelatihan dan pengembangan karir, menawarkan paket kesejahteraan yang komprehensif, serta menciptakan lingkungan kerja yang inklusif dan suportif. / The Company is committed to providing training and career development programs, offering comprehensive welfare packages, and creating an inclusive and supportive work environment.              |     |

| Topik Material / Material Topic                                                              | Isu Utama / Key Issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Pemangku Kepentingan yang Terdampak / Impacted Stakeholders                                                                                                                                                         | Alasan Mengapa Material / Reason for Materiality                                                                                                                                                                                                                                                                                                                                                                                                           | Keterlibatan Perseroan / Company Involvement                                                                                                                                                                                                                                                                                                                                                                                                                                        | TPB / SDGs |
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| Teknologi Informasi Digital [GRI 418] / Digital Information Technology [GRI 418]             | <ul style="list-style-type: none"> <li>Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan / Complaints based on violations of customer privacy and loss of customer data</li> </ul>                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Mitra Kerja / Business Partners</li> <li>Masyarakat / Community</li> </ul>                                                                      | <p>Teknologi informasi digital dapat meningkatkan efisiensi operasional, keamanan, dan kenyamanan pelanggan. Penerapan teknologi terbaru juga memungkinkan Perusahaan untuk tetap kompetitif dalam industri yang berkembang pesat. / Digital information technology can improve operational efficiency, security and customer comfort. Implementing the latest technology also allows the Company to remain competitive in a rapidly growing industry.</p> | <p>Perseroan terus berkomitmen untuk mengadopsi dan mengintegrasikan teknologi digital ke dalam operasional Perusahaan, seperti sistem manajemen transportasi pintar, aplikasi mobile untuk pelanggan, dan infrastruktur IT yang aman dan andal. / The Company is committed to continuing to adopt and integrate digital technology in operations, such as smart transportation management systems, mobile applications for customers, and safe and reliable IT infrastructure.</p> |            |
| Kepatuhan dan Etika Bisnis – Anti Korupsi / Compliance and Business Ethics – Anti-Corruption | <ul style="list-style-type: none"> <li>Operasi-operasi yang dinilai memiliki risiko terkait korupsi / Operations assessed to have corruption-related risks</li> <li>Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi / Communication and training on anti-corruption policies and procedures</li> <li>Insiden korupsi yang terbukti dan Tindakan yang diambil / Proven incidents of corruption and actions taken</li> </ul>                                           | <ul style="list-style-type: none"> <li>Pemegang Saham / Shareholders</li> <li>Regulator / Regulators</li> <li>Pekerja / Employees</li> <li>Media Massa / Mass Media</li> <li>Pemerintah / Government</li> </ul>     | <p>Kepatuhan terhadap hukum dan regulasi serta penerapan etika bisnis yang tinggi adalah dasar dari operasi Perusahaan yang berkelanjutan. Hal ini dapat menghindarkan Perusahaan dari risiko hukum dan meningkatkan reputasi Perusahaan. / Compliance with laws and regulations and the implementation of high business ethics are the basis of sustainable company operations. This avoids legal risks and improves the Company's reputation.</p>        | <p>Perseroan berkomitmen untuk mematuhi seluruh peraturan dan juga standar yang ada, serta menerapkan kode etik bisnis yang ketat ke dalam seluruh aspek operasional. / The Company is committed to complying with all applicable regulations and standards, as well as implementing a strict code of business ethics in all aspects of its operations.</p>                                                                                                                         |            |
| Energi [GRI 302] / Energy [GRI 302]                                                          | <ul style="list-style-type: none"> <li>Konsumsi energi dalam organisasi / Energy consumption within the organization</li> <li>Konsumsi energi di luar organisasi / Energy consumption outside the organization</li> <li>Intensitas energi / Energy intensity</li> <li>Pengurangan konsumsi energi / Reduction in energy consumption</li> <li>Pengurangan pada energi yang dibutuhkan untuk produk dan jasa / Reduction in energy required for products and services</li> </ul>           | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Masyarakat / Community</li> <li>Regulator / Regulators</li> <li>Mitra kerja / Business Partners</li> </ul>                                      | <p>Pengelolaan energi yang efisien bukan hanya mengurangi biaya operasional, namun dapat mengurangi dampak lingkungan yang dihasilkan dari operasional Perusahaan. / Efficient energy management not only reduces operational costs but also reduces the environmental impact of company operations.</p>                                                                                                                                                   | <p>Perseroan berkomitmen untuk selalu meningkatkan efisiensi energi melalui penggunaan teknologi yang hemat energi dan mempraktikkan operasional yang berkelanjutan. / The Company is committed to increasing energy efficiency through the use of energy-saving technology and sustainable operational practices.</p>                                                                                                                                                              | <br>       |
| Kinerja Ekonomi [GRI 201] / Economic Performance [GRI 201]                                   | <ul style="list-style-type: none"> <li>Nilai ekonomi langsung yang dihasilkan dan juga didistribusikan oleh Perusahaan / Direct economic value generated and distributed by the Company</li> <li>Kewajiban program pensiun manfaat pasti dan program pensiun lainnya / Defined benefit pension plan obligations and other pension plans</li> <li>Bantuan keuangan yang diterima Perusahaan dari Pemerintah / Financial assistance received by the Company from the Government</li> </ul> | <ul style="list-style-type: none"> <li>Pemegang Saham / Shareholders</li> <li>Regulator / Regulators</li> <li>Pekerja / Employees</li> <li>Kreditur / Creditors</li> <li>Mitra kerja / Business Partners</li> </ul> | <p>Kinerja ekonomi yang kuat menjadi dasar untuk Perusahaan tumbuh secara berkelanjutan. Hal ini juga memungkinkan investasi lebih lanjut dalam infrastruktur, teknologi, dan sumber daya manusia. / Strong economic performance is the basis for the Company's long-term growth and sustainability. This allows further investment in infrastructure, technology and human resources.</p>                                                                 | <p>Perseroan berkomitmen untuk mencapai kinerja ekonomi yang solid melalui strategi bisnis yang efektif, manajemen risiko yang baik, dan investasi dalam inovasi dan infrastruktur. / The Company is committed to achieving solid economic performance through effective business strategies, good risk management, and investment in innovation and infrastructure.</p>                                                                                                            | <br>       |

| Topik Material / Material Topic                                             | Isu Utama / Key Issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Pemangku Kepentingan yang Terdampak / Impacted Stakeholders                                                                                                                                                  | Alasan Mengapa Material / Reason for Materiality                                                                                                                                                                                                                                                                                                                                                                                                                      | Keterlibatan Perseroan / Company Involvement                                                                                                                                                                                                                                                                                                             | TPB / SDGs                                                                                                                                                                                                                                                  |
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| Pemberdayaan Masyarakat Sekitar [GRI 413] / Community Development [GRI 413] | <ul style="list-style-type: none"> <li>Operasi dengan keterlibatan masyarakat setempat, penilaian dampak, dan program pengembangan / Operations with involvement local communities, impact assessments, and programs development</li> <li>Operasi yang secara actual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat setempat / Operations that actually and have the potential to have significant negative impacts towards the local community</li> </ul> | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Masyarakat / Community</li> <li>Mitra Kerja / Business Partners</li> </ul>                                                               | Masyarakat sekitar yang adahidup di sekitar wilayah operasional Perusahaan merupakan pemangku kepentingan yang penting pengaruhnya kepada operasional Perusahaan. P e m b e r d a y a a n masyarakat membantu membangun hubungan yang baik dan memastikan keberlanjutan sosial. / The surrounding community is an important stakeholder who is affected by company operations. Community empowerment helps build good relationships and ensure social sustainability. | Perseroan berkomitmen untuk terus berkontribusi pada Pembangunan sosial dan ekonomi masyarakat sekitar melalui program CSR, kemitraan lokal, dan investasi sosial. / The Company is committed to contributing to the social and economic development of surrounding communities through CSR programs, local partnerships and social investment.          |    |
| Air dan Efluen [GRI 303] / Water and Effluent [GRI 303]                     | <ul style="list-style-type: none"> <li>Interaksi dengan air sebagai sumber daya Bersama / Interaction with water as a shared resource</li> <li>Manajemen dampak yang berkaitan dengan pembuangan air / Management of impacts related to water discharge</li> <li>Pengambilan air / Water withdrawal</li> <li>Pembuangan air / Water disposal</li> <li>Konsumsi air / Water consumption</li> </ul>                                                                                      |                                                                                                                                                                                                              | Pengelolaan air dan efluen yang baik penting untuk mencegah polusi dan dampak negatif terhadap lingkungan sekitar serta memastikan kepatuhan terhadap regulasi lingkungan. / Good water and effluent management is important to prevent pollution and negative impacts on the surrounding environment and ensure compliance with environmental regulations.                                                                                                           | Perseroan berkomitmen untuk mengelola penggunaan air dan pembuangan efluen dengan bijak melalui penerapan teknologi pengolahan air dan pemantauan kualitas air secara rutin / The Company is committed to managing water use and effluent disposal wisely through the application of water treatment technology and regular monitoring of water quality. |                                                                                                                                                                          |
| Limbah [GRI 306] / Waste [GRI 306]                                          | <ul style="list-style-type: none"> <li>Timbulan sampah dan dampak signifikan terkait sampah / Generation of waste and significant impacts related to waste</li> <li>Pengelolaan dampak signifikan terkait limbah / Management of significant impacts related to waste</li> <li>Limbah yang dihasilkan / Waste generated</li> <li>Limbah dialihkan dari pembuangan / Water is diverted from disposal</li> <li>Limbah diarahkan ke pembuangan / Waste is directed to disposal</li> </ul> | <ul style="list-style-type: none"> <li>Pekerja / Employees</li> <li>Masyarakat / Community</li> <li>Pemerintah / Government</li> <li>Mitra Kerja / Business Partners</li> <li>Pemasok / Suppliers</li> </ul> | Pengelolaan limbah yang efektif penting untuk mencegah pencemaran lingkungan dan memastikan kepatuhan terhadap regulasi lingkungan. / Effective waste management is important to prevent environmental pollution and ensure compliance with environmental regulations.                                                                                                                                                                                                | Perseroan berkomitmen untuk mengurangi, mendaur ulang, dan mengelola limbah secara bertanggung jawab melalui program pengelolaan limbah yang komprehensif. / The Company is committed to reducing, recycling and managing waste responsibly through a comprehensive waste management program.                                                            |                                                                                                                                                                                                                                                             |
| Emisi [GRI 305] / Emission [GRI 305]                                        | <ul style="list-style-type: none"> <li>Emisi GRK langsung [Cakupan 1] / Direct GHG emissions [Scope 1]</li> <li>Emisi GRK tidak langsung [Cakupan 2] / Indirect GHG emissions [Scope 2]</li> <li>Emisi GRK tidak langsung lainnya [Cakupan 3] / Other indirect GHG emissions [Scope 3]</li> <li>Intensitas emisi GRK / GHG emissions intensity</li> <li>Pengurangan emisi GRK / GHG emissions reductions</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>Masyarakat / Community</li> <li>Regulator / Regulators</li> <li>Pemerintah / Government</li> <li>Media Massa / Mass Media</li> <li>Investor / Investors</li> </ul>    | Sebagai transportasi massal, KAI menghasilkan emisi GRK yang signifikan dan berkontribusi kepada perubahan iklim. Perubahan iklim dapat menyebabkan kondisi cuaca yang berimplikasi pada operasional seperti banjir atau longsor. / As a mass transportation, KAI produces significant GHG emissions and contributes to climate change. Climate change can cause weather conditions that have implications for operations such as floods or landslides.               | Perseroan berkomitmen untuk mengurangi emisi yang dihasilkan melalui penggunaan teknologi rendah emisi, solar panel, pemakaian biosolar, dan praktik operasional yang berkelanjutan. / The Company is committed to reducing emissions through the use of low-emission technology, solar panels, use of biodiesel, and sustainable operational practices. |                                                                                                                                                                                                                                                             |

## Inisiatif Keberlanjutan KAI

*KAI Sustainability Initiative*

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

#### Visi

Menjadi perusahaan yang memberikan manfaat tinggi bagi masyarakat, lingkungan dan pemangku kepentingan melalui peningkatan aktivitas Program Kemitraan Bina Lingkungan (PKBL) dan Community Relation (CR).

#### Misi

- Berperan aktif dalam mewujudkan peningkatan kualitas hidup dan kemandirian masyarakat serta kelestarian lingkungan.
- Membangun citra positif dan sinergi perusahaan dengan pemangku kepentingan guna terciptanya situasi kondusif bagi operasional perusahaan yang berkelanjutan.

#### Nilai Keberlanjutan

Memberikan kontribusi nyata dalam pembangunan dan peningkatan kualitas hidup masyarakat serta lingkungan, sehingga masyarakat dapat menjadi mitra sejati dalam menciptakan situasi kondusif bagi kelangsungan usaha perusahaan.

## Kebijakan Keberlanjutan KAI

*KAI Sustainability Policy*

PT Kereta Api Indonesia (Persero) telah menyusun Kebijakan Keberlanjutan sebagai upaya untuk memastikan kinerja keberlanjutan Perseroan berjalan sesuai dengan visi dan misi KAI. Kebijakan ini dirancang sebagai bentuk kepatuhan Perseroan terhadap kepatuhan terhadap Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, aspirasi pemegang saham, dan peraturan perundang-undangan yang berlaku.

Melalui kebijakan ini, PT Kereta Api Indonesia (Persero) berupaya menciptakan nilai jangka panjang bagi para pemangku kepentingan dengan mengadopsi praktik keberlanjutan yang komprehensif dan relevan. Kelajakan ini mencerminkan komitmen PT Kereta Api (Persero) dalam mengintegrasikan aspek *Environmental*, *Social*, dan *Governance* (ESG) dalam setiap aktivitas operasional PT Kereta Api Indonesia (Persero) mendukung keberlanjutan, transparansi, dan pengembangan sumber daya manusia di dalam organisasi.

### Vision, Mission, Value of Sustainability [OJK C.1]

#### Vision

To be a company that provides high benefits for society, the environment, and stakeholders through the enhancement of Partnership and Community Development Programs (PKBL) and Community Relations (CR) activities.

#### Mission

- Actively contribute to improving the quality of life and the self-reliance of communities as well as environmental sustainability.
- Build a positive image and synergy of the company with stakeholders to create a conducive environment for sustainable company operations.

#### Sustainability Value

Providing real contributions to the development and improvement of the quality of life of communities and the environment, enabling the community to become true partners in creating a conducive environment for the Company's business continuity.

PT Kereta Api Indonesia (Persero) developed Sustainability Policy to ensure the Company's sustainability performance aligns with KAI's vision and mission. This policy is designed to demonstrate the Company's compliance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, shareholder aspirations, and applicable laws and regulations.

Through this policy, PT Kereta Api Indonesia (Persero) strives to create long-term value for stakeholders by adopting comprehensive and relevant sustainability practices. This policy reflects PT Kereta Api Indonesia (Persero)'s commitment to integrating Environmental, Social, and Governance (ESG) aspects in all operational activities, while supporting sustainability, transparency, and human resource development within the organization.

Sebagai wujud kontribusi terhadap *Sustainable Development*, kebijakan ini berfungsi sebagai landasan strategis yang akan terus mengarahkan PT Kereta Api Indonesia (Persero) menuju masa depan yang lebih berkelanjutan dengan komitmen sebagai berikut:

#### 1. Pada Aspek Lingkungan – *Environmental (E)*

- a. Mengurangi emisi gas rumah kaca, emisi gas non-rumah kaca, limbah, dan efluen, serta menggunakan sumber daya alam atau energi secara lebih efisien;
- b. Memitigasi risiko fisik terkait potensi bencana alam serta risiko transisi yang berkaitan dengan peraturan, reputasi, dan pasar akibat dari perubahan iklim dengan mengadopsi dan mengintegrasikannya dalam strategi dan operasi;
- c. Mengelola dan memitigasi dampak proyek dan aktivitas terhadap lingkungan termasuk potensi terjadinya kelangkaan air;
- d. Mengelola lingkungan, air, sumber daya alam, dan energi melalui penetapan target serta sistem pengelolaan lingkungan yang akan dipantau dan ditingkatkan secara berkala;
- e. Melestarikan dan mendukung keberlanjutan keanekaragaman hayati yang terdampak oleh kegiatan operasional dengan tujuan mencapai '*net positive impact*', termasuk mengelola dan memitigasi dampak proyek serta aktivitas terhadap keanekaragaman hayati, menghindari kegiatan operasional di kawasan dengan keanekaragaman hayati tinggi, dan memastikan aspek keanekaragaman hayati diperhitungkan dalam perencanaan dan operasi proyek untuk mendukung ketahanan ekosistem planet,
- f. Menghindari kegiatan operasional Perseroan di wilayah yang memiliki status lindung dan wilayah dengan tingkat konservasi yang tinggi serta menghindari kegiatan yang dapat menyebabkan deforestasi dan mengambil langkah-langkah pencegahan yang diperlukan untuk melindungi kawasan hutan; dan
- g. Menyediakan dan mendukung akses energi hijau sebagai bagian dari tanggap jawab dalam transisi iklim nasional dan Perseroan berperan sebagai teladan dalam penerapan sistem manajemen lingkungan secara menyeluruh.

As a contribution to Sustainable Development Goals, this policy serves as a strategic foundation that will continue to guide PT Kereta Api Indonesia (Persero) towards a more sustainable future with the following commitments:

#### 1. Environmental Aspect (E)

- a. Reducing greenhouse gas emissions, non-greenhouse gas emissions, waste, and effluent, and using natural resources and energy more efficiently;
- b. Mitigating physical risks related to potential natural disasters and transition risks associated with regulations, reputation, and markets due to climate change by adopting and integrating them into strategies and operations;
- c. Managing and mitigating the impact of projects and activities on the environment including potential water scarcity;
- d. Managing the environment, water, natural resources, and energy through target setting and an environmental management system that will be monitored and improved periodically;
- e. Preserving and supporting the sustainability of biodiversity affected by operational activities with the goal of achieving '*net positive impact*', including managing and mitigating the impact of projects and activities on biodiversity, avoiding operational activities in high biodiversity areas, and ensuring biodiversity aspects are considered in project planning and operations to support planetary ecosystem resilience;
- f. Avoiding Company operations in protected areas and areas with high conservation status, preventing activities that may cause deforestation, and taking necessary preventive measures to protect forest areas; and
- g. Providing and supporting access to green energy as part of the responsibility in national climate transition and the Company's role as an example in implementing a comprehensive environmental management system.



## 2. Pada Aspek Sosial – Social (S)

- a. Menjamin hak-hak dasar pekerja, mendukung pengembangan berkelanjutan, menerapkan perlakuan yang adil, mempromosikan keragaman, kesetaraan, dan inklusivitas di tempat kerja, dan mendorong kebijakan *respectful workplace* dalam seluruh operasional PT Kereta Api Indonesia (Persero);
- b. Memberikan pelatihan atau *awareness* kepada pekerja untuk 2/3 serta mengelola dampak operasional Perseroan terhadap lingkungan, sosial, dan tata kelola;
- c. Menerapkan standar tertinggi terkait kesehatan, keselamatan, dan lingkungan (K3L) untuk melindungi pekerja, kontraktor, dan masyarakat, serta meningkatkan kesadaran dalam mencegah kecelakaan dan menangani keadaan darurat di wilayah kerja KAI;
- d. Menghormati hak-hak masyarakat adat di wilayah operasional Perseroan, termasuk mempromosikan pembangunan sosial ekonomi, mendukung terpenuhinya hak-hak sosial ekonomi dan budaya, melindungi situs budaya, dan menghindari pemukiman dalam pemindahan. Pemukiman masyarakat masyarakat adat, dan
- e. Meningkatkan penggunaan tenaga kerja dan kontraktor lokasi sepanjang sesuai dengan kebutuhan operasional terutama melalui program pelatihan dan dukungan kepada usaha mikro, kecil, dan menengah (UMKM) serta pelaku ekonomi utama.

## 3. Pada Aspek Tata Kelola – Governance (G)

- a. Melaporkan dan memantau isu-isu kinerja lingkungan, sosial, dan tata kelola secara berkala sebagai upaya untuk mempertahankan transparansi dan akuntabilitas;
- b. Berkonsultasi dengan para pemangku kepentingan mengenai isu-isu lingkungan dan meningkatkan kesadaran masyarakat lokal sekitar tentang pengembangan pelibatan masyarakat guna meningkatkan kesejahteraan;
- c. Meningkatkan keterlibatan pemangku kepentingan dengan mengidentifikasi masyarakat serta kelompok rentan yang terdampak, merancang strategi keterlibatan, dan menyediakan mekanisme pengaduan untuk masyarakat, serta melakukan tindak lanjut atas aduan yang diterima;
- d. Meningkatkan keamanan informasi bagi pekerja, pelanggan, dan mitra kerja, termasuk melaksanakan *vulnerability assessment* dan *penetration test* secara berkala untuk memastikan perlindungan data;

## 2. Social Aspect (S)

- a. Ensuring basic worker rights, supporting sustainable development, implementing fair treatment, promoting diversity, equality, and inclusivity in the workplace, and encouraging respectful workplace policies in all PT Kereta Api Indonesia (Persero) operations;
- b. Providing training or awareness to workers to participate in and manage the operational impact of the Company on the environment, social aspects, and governance;
- c. Implementing the highest standards regarding occupational health, safety, and environment (HSE) to protect workers, contractors, and communities, as well as increasing awareness in preventing accidents and handling emergencies in KAI work areas;
- d. Respecting the rights of indigenous peoples in the Company's operational areas, including promoting socio-economic development, supporting the fulfillment of socio-economic and cultural rights, protecting cultural sites, and avoiding coercion in the relocation of indigenous communities; and
- e. Increasing the use of local workforce and contractors where appropriate to operational needs, especially through training programs and support for micro, small, and medium enterprises (MSMEs) and key economic actors.

## 3. Governance Aspect (G)

- a. Reporting and monitoring environmental, social, and governance performance issues periodically as an effort to maintain transparency and accountability;
- b. Consulting with stakeholders regarding environmental issues and increasing awareness of local communities about development and community engagement to improve welfare;
- c. Increasing stakeholder engagement by identifying affected communities and vulnerable groups, designing engagement strategies, and providing complaint mechanisms for communities, as well as following up on received complaints;
- d. Enhancing information security for workers, customers, and business partners, including conducting periodic vulnerability assessments and penetration tests to ensure data protection;

- e. Mempromosikan penyampaian produk dan layanan berkelanjutan kepada pelanggan;
- f. Menjunjung tinggi prinsip tata kelola perusahaan yang baik di seluruh aktivitas, meliputi menegakkan praktik anti-penyuapan, anti-korupsi, anti-fraud, dan benturan kepentingan dalam lingkungan Perseroan; dan
- g. Memastikan kepatuhan terhadap peraturan perundang-undangan terkait lingkungan, sosial, dan tata kelola yang berlaku.

- e. Promoting the delivery of sustainable products and services to customers;
- f. Upholding the principles of good corporate governance in all activities, including enforcing anti-bribery, anti-corruption, anti-fraud, and conflict of interest practices within the Company environment; and
- g. Ensuring compliance with applicable environmental, social, and governance laws and regulations.

Perseroan mendorong seluruh Insan Perseroan untuk menjalankan Kebijakan Keberlanjutan tersebut. Perseroan telah menggunggah Kebijakan Keberlanjutan di situs resmi KAI [https://ppid.kai.id/media/konten/261\\_kebijakan\\_keberlanjutan.pdf](https://ppid.kai.id/media/konten/261_kebijakan_keberlanjutan.pdf), sehingga seluruh Insan Perseroan maupun mitra kerja KAI dapat memiliki pemahaman dan menjalankan Kebijakan Keberlanjutan tersebut.

The Company encourages all employees to implement this Sustainability Policy. The Company has uploaded the Sustainability Policy on the official KAI website at [https://ppid.kai.id/media/konten/261\\_kebijakan\\_keberlanjutan.pdf](https://ppid.kai.id/media/konten/261_kebijakan_keberlanjutan.pdf), so that all employees and business partners of KAI can understand and implement this Sustainability Policy.

## Strategi Keberlanjutan KAI [OJK A.1] [GRI 2-22]

*KAI Sustainability Strategy [OJK A.1] [GRI 2-22]*

Sebagai Badan Usaha Milik Negara (BUMN) yang menyediakan layanan transportasi perkeretaapian, PT Kereta Api Indonesia (KAI) berkomitmen untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Kereta api memiliki keunggulan kapasitas angkut yang lebih besar dibandingkan moda transportasi darat lainnya, serta lebih efisien dalam penggunaan bahan bakar dan menghasilkan emisi gas rumah kaca yang lebih rendah. KAI bertekad untuk turut berperan dalam upaya Indonesia menurunkan emisi karbon dan mencapai target *Net Zero Emission* pada tahun 2060. Untuk itu, KAI secara konsisten menerapkan praktik bisnis yang selaras dalam aspek ekonomi, lingkungan, sosial, dan tata kelola guna mewujudkan sistem transportasi yang berkelanjutan. Secara garis besar, strategi keberlanjutan KAI mencakup:

1. Penyediaan moda transportasi ramah lingkungan didukung oleh operasional yang efisien;
2. Inovasi layanan angkutan penumpang dan barang dengan mengedepankan teknologi dan kebutuhan pelanggan;
3. Pelaksanaan kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) secara konsisten dan berkesinambungan dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor : PER-1/MBU/03/2023 tanggal 03 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN.

As a State-Owned Enterprise (SOE) providing railway transportation services, PT Kereta Api Indonesia (KAI) is committed to supporting the achievement of Sustainable Development Goals (SDGs). Railways offer distinct advantages, including greater transport capacity compared to other land-based modes, superior fuel efficiency, and lower greenhouse gas emissions. KAI is determined to contribute to Indonesia's efforts in reducing carbon emissions and achieving its Net Zero Emission target by 2060. To realize sustainable transportation systems, KAI consistently implements business practices aligned with economic, environmental, social, and governance (ESG) principles. Our sustainability strategy encompasses:

1. Providing eco-friendly transportation supported by efficient operations;
2. Innovating passenger and freight services through technology and customer-centric solutions;
3. Consistently implementing Corporate Social and Environmental Responsibility (CSER) programs in accordance with Minister of SOEs Regulation No. PER-1/MBU/03/2023 dated March 3, 2023, regarding Special Assignments and SOEs' Social and Environmental Responsibility Programs.

Sebagai bentuk nyata dukungan Perseroan terhadap pencapaian Tujuan Pembangunan Berkelanjutan (TPB), sepanjang tahun 2024, KAI telah mengimplementasikan strategi keberlanjutan. Strategi keberlanjutan ini juga dijalankan untuk memperkuat arah strategi dan meningkatkan performa keberlanjutan KAI di masa depan. KAI telah menyusun peta jalan ESG 2024–2028 yang diselaraskan dengan *roadmap* transisi energi nasional. Mulai tahun 2024, pelaksanaan *roadmap* ESG ini akan menjadi fokus utama manajemen.

Throughout 2024, KAI has actively implemented these sustainability strategies to demonstrate our commitment to the SDGs while strengthening our strategic direction and enhancing future sustainability performance. We have developed an ESG Roadmap for 2024–2028, aligned with Indonesia's national energy transition roadmap. Starting in 2024, the execution of this ESG Roadmap will become management's primary focus.

#### Inisiatif/Kegiatan KAI dan Dukungan Terhadap TPB Tahun 2024

#### Initiatives/Activities of KAI and Support Towards Sustainable Development Goals (SDGs) in 2023

| Strategi / Strategy                                                                                                                                                                                      | Inisiatif/Kegiatan KAI / KAI Initiatives/Activities                                                                                                                                                                 | TPB / SDG                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Penyediaan moda transportasi ramah lingkungan didukung oleh operasional yang efisien / Providing environmentally friendly transportation modes supported by efficient operations                         | Pelaksanaan uji terap B40 sektor kereta api / Implementation of B40 application tests in the railway sector                                                                                                         |       |
|                                                                                                                                                                                                          | Pemanfaatan biosolar B30 sebagai bahan bakar KA / Utilization of Biosolar B30 as train fuel                                                                                                                         |                                                                                                                                                                             |
|                                                                                                                                                                                                          | Pemanfaatan energi surya melalui pembangunan solar panel di 66 stasiun dan 5 Balai Yasa / Utilization of solar energy through the installation of solar panels at 66 stations and 5 Railway Workshops               |                                                                                                                                                                             |
|                                                                                                                                                                                                          | Implementasi dan monitoring pembatasan penggunaan plastik dan kertas di lingkungan KAI Group / Implementation and monitoring of restrictions on the use of plastic and paper in the KAI Group environment           |                                                                                                                                                                             |
|                                                                                                                                                                                                          | Perhitungan dan menu fitur <i>Carbon Footprint</i> untuk penumpang kereta api / Carbon Footprint calculation and feature menu for train passengers                                                                  |                                                                                                                                                                             |
|                                                                                                                                                                                                          | <i>Pilot Project Green Building</i> dan sertifikasi EDGE / Green Building Pilot Project and EDGE certification                                                                                                      |                                                                                                                                                                             |
| Inovasi layanan angkutan penumpang dan barang dengan mengedepankan teknologi dan kebutuhan pelanggan / Innovating passenger and freight transport services by leveraging technology and customers' needs | LRT Jabodebek dan Kereta Cepat Jakarta Bandung (KCJB) Whoosh / Jabodebek LRT and Jakarta Bandung High-Speed Rail (KCJB) Whoosh                                                                                      |   |
|                                                                                                                                                                                                          | Tersedianya Kereta <i>Panoramic</i> , Kereta Ekonomi <i>New Generation</i> , dan Kereta <i>Suite Class Compartment</i> / Introduction of Panoramic Train, New Generation Economy Class, and Suite Class Compartment |                                                                                                                                                                             |
|                                                                                                                                                                                                          | Penerapan teknologi face recognition dan peningkatan layanan Access by KAI / Implementation of face recognition technology and improvement of Access by KAI services                                                |                                                                                        |
|                                                                                                                                                                                                          | Layanan dan fasilitas KA yang ramah disabilitas / Disability-friendly train services and facilities                                                                                                                 |   |
|                                                                                                                                                                                                          | Penyediaan <i>water station</i> di stasiun / Provision of water stations at stations                                                                                                                                |   |

| Strategi /<br>Strategy                                                                                                                                            | Inisiatif/Kegiatan KAI /<br>KAI Initiatives/Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | TPB /<br>SDG                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pelaksanaan kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) / Implementation of Environmental and Social Responsibility activities                           | TJSL Pilar Sosial antara lain, KAI DungMas, KAI Sehat Sejahtera, KAI EduFriend, KAI Quick Respon, Mendukung Sosialisasi Keselamatan PERKA, Dukungan Kegiatan Anti Pelecehan/Kekerasan Wanita di atas KA, serta Program Rail Clinic dan Rail Library / Social Responsibility Pillars include KAI DungMas, KAI Sehat Sejahtera, Support for Train Travel Security, KAI EduFriend, Scholarships for SOE Foundation/ Education Assistance Collaboration Program, KAI Scholarships, and Support for Anti-Harassment/Violence Against Women Activities on Trains |      |
|                                                                                                                                                                   | TJSL Pilar Lingkungan, antara lain KAI Pling/Peduli Lingkungan, KAI Sar-I/Sarana Ibadah, KAI Go Green, dan Bersih-Bersih Lingkungan / Environmental Responsibility Pillars include KAI Pling/Environmental Care, KAI Sar-I/ Worship Facilities, KAI Go Green, and Environmental Cleanup                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                               |
|                                                                                                                                                                   | TJSL Pilar Ekonomi meliputi MiKA Hasanah, MiKA Go Global, MiKA Next Class, MiKA Creative Space, MiKA Exhibition, serta Pendanaan UMK yang disalurkan secara kolaboratif melalui PT Bank Rakyat Indonesia (Persero) Tbk / Economic Responsibility Pillars include MiKA Hasanah, MiKA Go Global, MiKA Next Class, MiKA Creative Space, MiKA Exhibition, and Collaborative Funding for SMEs through PT Bank Rakyat Indonesia (Persero) Tbk                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                 |
| Meningkatkan lingkungan kerja yang aman, nyaman, sehat, dan kondusif keamanan / Improving a safe, comfortable, healthy and security-conducive working environment | Mendirikan fasilitas Rail Kids Daycare untuk pekerja KAI. Fasilitas ini memiliki kapasitas untuk 15 anak dengan rentang usia 3 bulan-3 tahun / Establishing Rail Kids Daycare facility for KAI employees, which has a capacity for 15 children with an age range of 3 months-3 years old                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                           |
|                                                                                                                                                                   | Menerapkan Kebijakan Hak Asasi Manusia (HAM) / Implementing Human Rights Policy                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                           |
|                                                                                                                                                                   | Penyusunan Contractor Safety Management System (CSMS) / Preparation of Contractor Safety Management System (CSMS)                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                           |

## Membangun Budaya Keberlanjutan [OJK F.1]

*Building a Sustainability Culture [OJK F.1]*

Dalam operasionalnya, KAI berkomitmen membangun budaya keberlanjutan di lingkungan internal melalui berbagai inisiatif, seperti kampanye penghematan energi dan program pembinaan yang terintegrasi dengan kegiatan sosial kemasyarakatan, salah satunya program KAI Peduli Lingkungan (KAI-Pling). Program ini merupakan bentuk kepedulian KAI terhadap lingkungan melalui perbaikan fasilitas umum, pengelolaan sampah, serta penanaman pohon di sekitar wilayah operasional. Melalui KAI-Pling, pekerja didorong untuk berpartisipasi aktif dalam memberikan dampak positif bagi lingkungan sekitar.

Selain itu, KAI juga memastikan seluruh pekerja (100%) mengikuti pelatihan mengenai kebijakan anti-fraud dan anti-korupsi, serta menjamin bahwa semua mitra bisnis memahami dan menerapkan kebijakan tersebut. Sebagai BUMN di sektor perkeretaapian, KAI senantiasa memastikan bahwa seluruh aktivitasnya patuh terhadap regulasi yang mengatur anti-persaingan tidak sehat, anti-pakat, dan anti-monopoli, serta menjalankan bisnis dengan menjunjung tinggi etika. Oleh karena itu, perusahaan menyadari pentingnya mitigasi risiko hukum dan menjaga kepercayaan para pemangku kepentingan, termasuk dengan tidak terlibat dalam aktivitas politik apa pun. **[GRI 2-23, 2-24, 3-3, 205-2, 415-1]**

In its operations, KAI is committed to fostering a sustainability culture within the organization through various initiatives, including energy conservation campaigns and community-oriented programs such as KAI Peduli Lingkungan (KAI-Pling). This environmental care program demonstrates KAI's commitment to sustainability through public facility improvements, waste management, and tree planting activities in operational areas. Through KAI-Pling, employees are actively encouraged to participate in creating positive environmental impacts.

Furthermore, KAI ensures 100% employee participation in anti-fraud and anti-corruption policy training, while requiring all business partners to understand and implement these policies. As a state-owned railway enterprise, KAI strictly adheres to regulations concerning anti-competitive practices, anti-collusion, and anti-monopoly, conducting business with the highest ethical standards. The Company recognizes the importance of legal risk mitigation and maintaining stakeholder trust, including complete abstention from any political activities. **[GRI 2-23, 2-24, 3-3, 205-2, 415-1]**



## Tata Kelola Keberlanjutan

*Sustainable Governance*



### STRUKTUR TATA KELOLA DAN PENANGGUNG JAWAB PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.1][GRI 2-9]

Sebagai perusahaan BUMN, KAI menjalankan kepatuhan terhadap Peraturan Menteri BUMN Nomor PER-6/MBU/09/2022 Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, KAI menjalankan praktik keuangan berkelanjutan yang diwujudkan dalam bentuk pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL).

Untuk mendukung pelaksanaan program TJSL berjalan optimal, KAI telah membentuk Subdivision of Corporate Social Responsibility, yang bertanggung jawab mengelola dan mengkoordinasi penerapan praktik keuangan berkelanjutan. Selain bertugas dan bertanggung jawab mengelola pelaksanaan program TJSL, Subdivision of Corporate Social Responsibility juga bertanggung jawab dalam mengelola *Community Relations*, yaitu hubungan KAI dengan pihak internal serta eksternal pada seluruh aktivitas Perseroan.

Di samping telah membentuk Subdivision of Corporate Social Responsibility, untuk memperkuat fungsi perencanaan dan keberlanjutan, Perusahaan membentuk Subdivision of Sustainability di bawah Division of Corporate Strategic Planning, Monitoring, and Sustainability yang berada di Direktorat Perencanaan Strategis dan Pengelolaan Sarana (D4) berdasarkan Keputusan Sirkuler Direksi sebagai Pengganti Rapat Direksi PT Kereta Api Indonesia (Persero) Nomor: KL.310/VII/2/RH/KA-2024 tanggal 3 Juli 2024.

### GOVERNANCE STRUCTURE AND RESPONSIBILITIES FOR SUSTAINABLE FINANCE IMPLEMENTATION [OJK E.1][GRI 2-9]

As a state-owned enterprise, KAI complies with the Minister of SOEs Regulation No. PER-6/MBU/09/2022 amending the Minister of SOEs Regulation No. PER-05/MBU/04/2021 concerning Corporate Social and Environmental Responsibility Programs for State-Owned Enterprises, by implementing sustainable finance practices through its Corporate Social and Environmental Responsibility (CSER) program.

To support the optimal implementation of the CSER program, KAI has established a Subdivision of Corporate Social Responsibility, which is responsible for managing and coordinating the implementation of sustainable finance practices. In addition to managing the CSER program, the Subdivision of Corporate Social Responsibility is also responsible for managing Community Relations, which encompasses KAI's relationships with both internal and external parties across all Company activities.

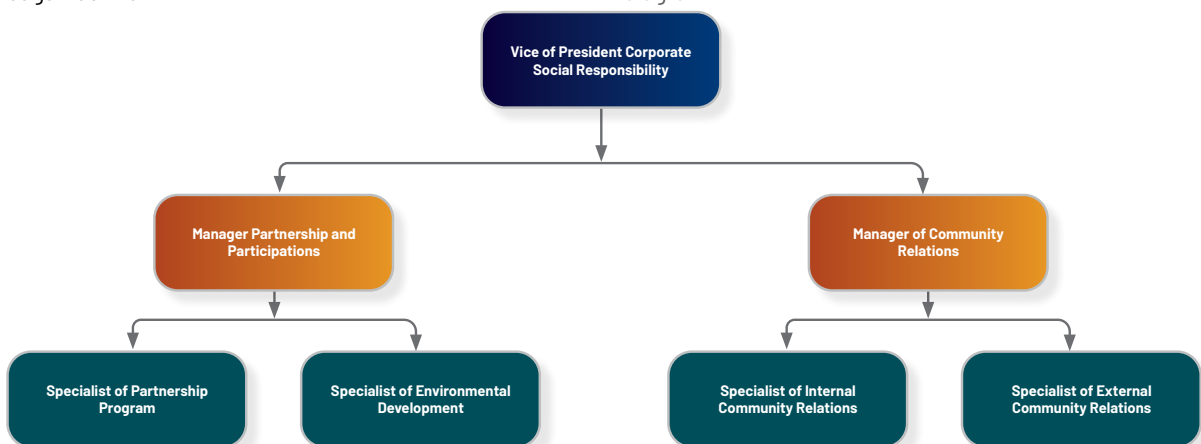
In addition to having formed a Subdivision of Corporate Social Responsibility, to strengthen the Company's planning and sustainability functions the Company forms a Subdivision of Sustainability under the Division of Corporate Strategic Planning, Monitoring, and Sustainability which is located in the Directorate of Strategic Planning and Infrastructure Management (D4) based on the Circular Decision of the Board of Directors as a Substitute for the Meeting of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: KL.310/VII/2/RH/KA-2024 dated July 3, 2024.

## Tata Kelola Keberlanjutan *Sustainable Governance*



Adapun struktur Subdivision of Corporate Social Responsibility KAI pada tahun 2024 dijelaskan pada bagan berikut:

The structure of KAI's Subdivision of Corporate Social Responsibility in 2024 is illustrated in the following diagram:



Dalam menjalankan tugas dan tanggung jawabnya, Vice President Corporate Social Responsibility dibantu oleh 2 (dua) Manager, yang diuraikan sebagai berikut:

1. Manager Partnership and Participations

Mempunyai tugas pokok dan tanggung jawab melaksanakan pengelolaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) sesuai dengan penugasan Perseroan, serta melaksanakan penyusunan program kerja Kemitraan untuk RUPS ke Kementerian BUMN dan melaksanakan pendampingan pembuatan laporan audit Program Kemitraan. Manager Partnership and Participations dibantu oleh 2 (dua) Specialist, dengan uraian sebagai berikut:

a. Specialist of Partnership Program

Mempunyai tugas pokok dan tanggung jawab melakukan survei lokasi dan kebenaran calon mitra binaan, pemantauan pelaksanaan Program Kemitraan (PK), melakukan rekapitulasi laporan daerah untuk laporan manajemen, rekonsiliasi laporan serta melakukan evaluasi atas pencapaian program kerja sesuai dengan penugasan perusahaan.

b. Specialist of Environmental Development

Mempunyai tugas pokok dan tanggung jawab untuk melakukan survei lokasi dan menganalisis pengajuan, pemantauan pelaksanaan program Bina Lingkungan (BL), melakukan rekapitulasi laporan daerah untuk laporan manajemen, rekonsiliasi laporan, serta melakukan evaluasi atas pencapaian program kerja sesuai dengan penugasan Perseroan.

2. Manager of Community Relations

Memiliki tugas pokok dan tanggung jawab melaksanakan pengelolaan *Community Relations*, baik secara internal maupun eksternal, guna mengatasi masalah sosial yang tumbuh akibat aktivitas Perseroan. Dalam menjalankan tugasnya, Manager Community Relations dibantu oleh 2 (dua) Specialist, dengan uraian sebagai berikut:

a. Specialist of Internal Community Relations

Mempunyai tugas pokok dan tanggung jawab yaitu melaksanakan program pembinaan komunitas secara internal, termasuk penyiapan sarana dan prasarana olahraga pusat dan daerah untuk pencapaian prestasi olahraga Perseroan, serta melakukan pembinaan kesenian dan kegiatan keagamaan pada kantor pusat.

In carrying out their duties and responsibilities, the Vice President of Corporate Social Responsibility is assisted by 2 (two) Managers, described as follows:

1. Manager of Partnership and Participations

Primary duties and responsibilities include managing the Corporate Social and Environmental Responsibility (CSER) program according to Company assignments, preparing Partnership work programs for the General Meeting of Shareholders (GMS) to the Ministry of SOEs, and facilitating the preparation of Partnership Program audit reports. The Manager of Partnership and Participations is assisted by 2 (two) Specialists:

a. Specialist of Partnership Program

Its primary duties and responsibilities include conducting surveys of locations and verifying potential partner candidates, monitoring Partnership Program (PK) implementation, compiling regional reports for management reporting, reconciling reports, and evaluating program achievements according to Company assignments.

b. Specialist of Environmental Development

Its primary duties and responsibilities include conducting location surveys and analyzing submissions, monitoring Environmental Development (BL) program implementation, compiling regional reports for management reporting, reconciling reports, and evaluating program achievements according to Company assignments.

2. Manager of Community Relations

Primary duties and responsibilities include managing Community Relations, both internally and externally, to address social issues arising from Company activities. The Manager Community Relations is assisted by 2 (two) Specialists:

a. Specialist of Internal Community Relations

Its primary duties and responsibilities include implementing internal community development programs, preparing central and regional sports facilities for Company athletic achievements, and overseeing arts and religious activities at headquarters.

- b. Specialist of Manager External Community Relations
- Memiliki tugas pokok dan tanggung jawab untuk melaksanakan program kegiatan eksternal berupa kegiatan pelayanan kesehatan kepada masyarakat, bakti sosial dan kegiatan yang diperlukan guna turut mengatasi masalah sosial sebagai akibat dari kegiatan operasional Perseroan.

- b. Specialist of External Community Relations
- Its primary duties and responsibilities include implementing external programs such as community health services, social welfare activities, and other necessary programs to help address social issues resulting from Company operations.

Di samping membentuk Subdivision of Corporate Social Responsibility, KAI juga memiliki Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berada di setiap wilayah Operasi Perseroan sebagai upaya mendukung pelaksanaan kinerja keberlanjutan Perseroan. Meski telah memiliki unit khusus untuk mengelola kinerja keberlanjutan, struktur tata kelola KAI yang terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi turut terlibat dalam mengembangkan, menyetujui, dan memperbarui pernyataan tujuan, nilai, atau misi organisasi, strategi, kebijakan, dan sasaran lain yang terkait dengan pembangunan berkelanjutan. Bentuk keterlibatan tersebut salah satunya tercermin dalam penyusunan dan penetapan strategi utama 2024, yang berfokus pada 3 (tiga) Program Prioritas, yaitu bidang pendidikan, bidang Pengembangan UMK, bidang Lingkungan, dan bidang Pengembangan UMK.

In addition to establishing the Subdivision of Corporate Social Responsibility, KAI also has Corporate Social and Environmental Responsibility (CSER) Committees in each operational region to support the Company's sustainability performance. Although KAI already has a dedicated unit to manage sustainability performance, the Company's governance structure - consisting of the General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors - is also involved in developing, approving, and updating statements of organizational purpose, values or mission, strategies, policies, and other objectives related to sustainable development. This involvement is reflected in, among other things, the preparation and determination of the 2024 main strategy which focuses on 3 (three) Priority Programs, such as the education sector, the environment sector, and the MSE development sector.

Bidang Pendidikan meliputi:

- Program KAI EduFriend (Beasiswa) merupakan program bantuan pemberian beasiswa.
- KAI EduFriend (Pelatihan) adalah program bantuan pemberian pelatihan bahasa isyarat.
- KAI EduFriend (Sarana Prasarana) merupakan program bantuan penyediaan sarana dan prasarana pendidikan.

The Education Sector includes:

- KAI EduFriend Program (Scholarship), a scholarship assistance program.
- KAI EduFriend (Training), a sign language training assistance program.
- KAI EduFriend (Infrastructure), a program to provide educational facilities and infrastructure.

Bidang Lingkungan mencakup:

- Program KAI Pling, merupakan program bantuan peduli lingkungan.
- KAI Sar-I, adalah program bantuan untuk sarana ibadah.
- KAI Go Green merupakan program yang berfokus pada pelestarian lingkungan dan program Mendukung Sosialisasi Keselamatan PERKA.
- Bersih-Bersih Lingkungan, yaitu program untuk menciptakan suasana bersih lingkungan dan kenyamanan beribadah di tempat ibadah di masjid/musholla sekitar jalur kereta dan penataan lingkungan disekitar jalur kereta.
- Branding Dewa Binaan, yaitu program pengembangan desa wisata di sekitar Daop/Divre Perseroan.

The Environment Sector includes:

- KAI Pling Program, an environmental care assistance program.
- KAI Sar-I, is a program to assist in places of worship.
- KAI Go Green is a program that focuses on environmental preservation and the PERKA Safety Dissemination Support program.
- Clean-up Environment, which is a program to create a clean environment and comfortable place of worship in mosques/prayer rooms around the train tracks and environmental management around the train tracks.
- Dewa Binaan Branding, which is a program to develop tourist villages around the Company's Daop/Divre.

Bidang Pengembangan UMK, terdiri dari

- Program MiKA Hasanah adalah program Sertifikasi Hak Kekayaan Intelektual (HKI) dan program Sertifikasi Halal.
- Program MiKA *Go Global*, yaitu program keikutsertaan pameran nasional dan internasional untuk berbagai kegiatan promosi dan pengembangan usaha.
- Program MiKA *Next Class* merupakan program pemberian pelatihan yang bertujuan untuk meningkatkan kapasitas dan keterampilan UMK mitra binaan.
- MiKA *Creative Space* merupakan program bertujuan mengkolaborasi para UMK mitra binaan untuk mengarahkan spesialisasi bisnis masing-masing agar lebih fokus dan berkembang dimasa akan datang.
- MiKA *Exhibition*, yaitu program memberikan ruang untuk memamerkan produk UMK pada berbagai event sesuai dengan tema tertentu.
- Program Pendanaan UMK (PUMK), merupakan program Pembiayaan Program Pendanaan UMK (PUMK) atau Pembiayaan Syariah.

Untuk mengetahui dampak dari kegiatan operasional, KAI memetakan isu-isu keberlanjutan yang teridentifikasi di level operasional, yang selanjutnya dikoordinasikan kepada komite-komite terkait untuk dibahas dalam forum rapat yang relevan bersama Direksi. Kemudian, Direksi turut terlibat mengidentifikasi isu-isu keberlanjutan dan mengelola dampak ekonomi, lingkungan, dan sosial masyarakat yang muncul akibat aktivitas bisnis Perseroan. Pembagian tugas pengelolaan dampak-dampak tersebut disesuaikan dengan pembidangan masing-masing Direksi. Bidang tugas masing-masing Direksi telah diuraikan pada bagian sebelumnya.

Pada proses pengelolaan dampak tersebut, Direksi melibatkan para pemangku kepentingan agar pelaksanaan program-program pengelolaan dampak berjalan relevan dengan kebutuhan masyarakat. Selanjutnya, secara berkala masing-masing unit melaporkan pelaksanaan program-program pengelolaan dampak kepada Direksi, sekaligus berkoordinasi dengan komite terkait untuk mendapatkan evaluasi. Hasil evaluasi akan dijadikan sebagai bahan pertimbangan pada penetapan target dan KPI yang tertuang dalam RKAP. **[GRI 2-12, 2-13]**

Sebagai organ utama Perseroan berwenang RUPS, Dewan Komisaris, dan Direksi juga melakukan peninjauan dan menyetujui Laporan Tahunan dan Laporan Keberlanjutan. Sementara itu, topik material yang ditetapkan dan dilaporkan pada Laporan Keberlanjutan ditinjau dan disetujui oleh

MSE Development Sector consists of:

- MiKA Hasanah Program is an Intellectual Property Rights (IPR) Certification program and a Halal Certification program.
- MiKA Go Global Program, which is a program to participate in national and international exhibitions for various promotional activities and business development.
- MiKA Next Class Program is a training program that aims to increase the capacity and skills of MSE partners.
- MiKA Creative Space is a program that aims to collaborate with MSE partners to direct their respective business specializations to be more focused and develop in the future.
- MiKA Exhibition, which is a program that provides space to showcase MSME products at various events according to a certain theme.
- MSME Funding Program (PUMK), is a financing program for the MSME Funding Program (PUMK) or Sharia Financing.

To understand its operational impacts, KAI maps identified sustainability issues at the operational level, which are then coordinated with relevant committees for discussion in appropriate meetings with the Board of Directors. The Board of Directors actively participates in identifying sustainability issues and managing the economic, environmental, and social impacts arising from the Company's business activities. The division of impact management responsibilities aligns with each Director's respective portfolio, as detailed in previous sections of this report.

In managing these impacts, the Board engages stakeholders to ensure impact management programs remain relevant to community needs. Subsequently, each unit periodically reports program implementation progress to the Board while coordinating with relevant committees for evaluation. These evaluation results serve as consideration for setting targets and KPIs outlined in the Annual Work Plan and Budget (RKAP).

**[GRI 2-12, 2-13]**

As the Company's governing bodies with full authority, the General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors also review and approve the Annual Report and Sustainability Report. Meanwhile, material topics determined and reported in



Sekretaris Perusahaan sesuai fungsinya sebagai pengelola komunikasi Perusahaan dan penata usaha dokumen Perusahaan. **[GRI 2-14]** Dengan menerapkan kinerja keberlanjutan secara menyeluruh, KAI tidak hanya dapat mengelola lingkungan secara berkelanjutan tetapi juga memperkuat hubungan yang harmonis dengan masyarakat, yang pada akhirnya dapat memberikan nilai positif kepada para pemangku kepentingan.

KAI memahami, keberlanjutan bisnis juga didukung oleh lingkungan kerja yang kondusif dan nyaman. Atas dasar itu, KAI berkomitmen mencegah terjadinya benturan kepentingan. KAI telah memiliki *Code of Conduct* bagi seluruh pejabat di level Direksi, Dewan Komisaris, Kepala Divisi hingga level manajerial dipilih berdasarkan pertimbangan profesional dan integritas. Setiap anggota Direksi KAI tidak memiliki hubungan afiliasi dengan sesama anggota Direksi, anggota Dewan Komisaris, maupun Pemegang Saham Pengendali. Pengelolaan benturan kepentingan sesama anggota Direksi dan Dewan Komisaris telah menjadi bagian dari kewajiban Direksi dan Dewan Komisaris seperti dijelaskan sebelumnya pada bagian Kewajiban Direksi dan Kewajiban Dewan Komisaris pada laporan ini. **[GRI 2-15]**

KAI memiliki mekanisme pengaduan terkait dampak negatif potensial dan aktual terhadap pemangku kepentingan melalui *Whistleblowing System* (WBS), maupun saluran pelanggan dan akun media sosial yang dikelola langsung oleh pekerja KAI. Penjelasan lebih rinci mengenai jumlah pelaporan melalui mekanisme WBS telah diuraikan pada bagian sebelumnya. **[GRI 2-16]**

#### **PENGEMBANGAN KOMPETENSI TERKAIT PEMBANGUNAN BERKELANJUTAN [OUK E.2] [GRI 2-17]**

Untuk mendukung pelaksanaan tugas pengawasan Dewan Komisaris dan pengelolaan Perusahaan yang dijalankan oleh Direksi, KAI menjalankan program peningkatan kompetensi Dewan Komisaris dan Direksi, termasuk yang berkaitan dengan pembangunan dan keuangan berkelanjutan.

the Sustainability Report are reviewed and approved by the Corporate Secretary according to their function as the manager of corporate communications and corporate documentation. **[GRI 2-14]** By implementing comprehensive sustainability performance, KAI not only manages the environment sustainably but also strengthens harmonious relationships with communities, ultimately delivering positive value to stakeholders.

KAI understands that business sustainability is also supported by a conducive and comfortable work environment. Therefore, KAI is committed to preventing conflicts of interest. KAI has established a Code of Conduct for all officials at the Director level, Board of Commissioners, Division Heads to managerial levels, who are selected based on professional considerations and integrity. KAI Directors are not affiliated with fellow Directors, Board of Commissioners, or Controlling Shareholders. Managing conflicts of interest among Directors and Board of Commissioners members has become part of their obligations as explained previously in the sections on Director Obligations and Board of Commissioners' Obligations in this report. **[GRI 2-15]**

KAI has established complaint mechanisms regarding potential and actual negative impacts on stakeholders through the Whistleblowing System (WBS), Customer service channels, and social media accounts managed directly by KAI employees. More detailed explanations regarding the number of reports through the WBS mechanism have been outlined in previous sections. **[GRI 2-16]**

#### **COMPETENCY DEVELOPMENT RELATED TO SUSTAINABLE DEVELOPMENT [OUK E.2] [GRI 2-17]**

To support the implementation of the Board of Commissioners' supervisory duties and the management of the Company carried out by the Board of Directors, KAI runs a program to improve the competence of the Board of Commissioners and the Board of Directors, including those related to sustainable development and finance.

| Nama /<br>Name                                  | Jabatan /<br>Position                                                              | Jenis Pelatihan dan Materi Pelatihan /<br>Types of Training and Training Materials                           | Waktu dan Tempat<br>Pelaksanaan / Time and Place<br>of Implementation | Penyelenggara /<br>Organizers |
|-------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------|
| <b>DEWAN KOMISARIS / BOARD OF COMMISSIONERS</b> |                                                                                    |                                                                                                              |                                                                       |                               |
| Said Aqil Siroj                                 | Komisaris<br>Utama/<br>Independent<br>/ President /<br>Independent<br>Commissioner | Advanced Governance, Risk, and Compliance for Executives                                                     | Indonesia, 2 September 2024<br>/ Indonesia, September 2,<br>2024      | Sinergi Development Group     |
|                                                 |                                                                                    | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management | Indonesia, 2 September 2024<br>/ Indonesia, September 2,<br>2024      | Sinergi Development Group     |

| Nama / Name                         | Jabatan / Position                              | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials                                                                 | Waktu dan Tempat Pelaksanaan / Time and Place of Implementation                           | Penyelenggara / Organizers                                             |
|-------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Rochadi                             | Komisaris Independen / Independent Commissioner | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | Indonesia, 2 September 2024 / Indonesia, September 2, 2024                                | Sinergi Development Group                                              |
|                                     |                                                 | Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber yang Aman / The Strategic Role of the Audit Committee in Realizing a Safe Cyber Space | Indonesia, 1 Agustus 2024 / Indonesia, August 1, 2024                                     | Ikatan Komite Audit Indonesia / Indonesian Audit Committee Association |
| Diah Natalisa                       | Komisaris / Commissioner                        | Audit Commitees In New Era Governance                                                                                                           | Amerika Serikat, 17-19 Juni 2024 / The United States of America, June 17-19, 2024         | Harvard Bussiness School                                               |
|                                     |                                                 | Advanced Governance, Risk, and Compliance for Executives                                                                                        | Indonesia, 2 September 2024 / Indonesia, September 2, 2024                                | Sinergi Development Group                                              |
|                                     |                                                 | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | Indonesia, 2 September 2024 / Indonesia, September 2, 2024                                | Sinergi Development Group                                              |
|                                     |                                                 | The 3rd Lead In Asia Conference                                                                                                                 | Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024                          | RMIT University                                                        |
| Chairul Anwar                       | Komisaris / Commissioner                        | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | Indonesia, 2 September 2024 / Indonesia, September 2, 2024                                | Sinergi Development Group                                              |
|                                     |                                                 | The 3rd Lead In Asia Conference                                                                                                                 | Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024                          | RMIT University                                                        |
| Endang Tirtana                      | Komisaris Independen / Independent Commissioner | Navigating & Supervising Business in The Perspective Of Scenario Analysis and Grc-Based Strategic Management                                    | Indonesia, 2 September 2024 / Indonesia, September 2, 2024                                | Sinergi Development Group                                              |
|                                     |                                                 | The 3rd Lead In Asia Conference                                                                                                                 | Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024                          | RMIT University                                                        |
| Johan Sirait                        | Komisaris Independen / Independent Commissioner | -                                                                                                                                               | -                                                                                         | -                                                                      |
| Sri Paduka Mangkoenagoro X          | Komisaris / Commissioner                        | Audit Commitees In New Era Governance                                                                                                           | Amerika Serikat, 17-19 Juni 2024 / The United States of America, June 17-19, 2024         | Harvard Bussiness School                                               |
|                                     |                                                 | The 3rd Lead In Asia Conference                                                                                                                 | Indonesia, 27-29 November 2024 / Indonesia, November 27-29, 2024                          | RMIT University                                                        |
| Mohamad Risal Wasal                 | Komisaris / Commissioner                        | -                                                                                                                                               | -                                                                                         | -                                                                      |
| <b>DIREKSI / BOARD OF DIRECTORS</b> |                                                 |                                                                                                                                                 |                                                                                           |                                                                        |
| Didiek Hartantyo                    | Direktur Utama / President Director             | <i>Safety Leadership</i>                                                                                                                        | Indonesia, 16 Juli 2024 / Indonesia July 16, 2024                                         | Synergy Solutions                                                      |
|                                     |                                                 | <i>QRGP</i>                                                                                                                                     | Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024                                  | LSP - MKS                                                              |
|                                     |                                                 | <i>Assessment QRGP</i>                                                                                                                          | Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024                                  | LSP - MKS                                                              |
|                                     |                                                 | <i>Business Blind Spots: Tacking Unseen Future Risks</i>                                                                                        | Indonesia, 17-18 Desember 2024 / Indonesia, December 17-18, 2024                          | Markplus Institute                                                     |
| Hadis Surya Palapa                  | Direktur Niaga / Managing Director of Commerce  | <i>Safety Leadership</i>                                                                                                                        | Indonesia, 16 Juli 2024 / Indonesia July 16, 2024                                         | Synergy Solutions                                                      |
|                                     |                                                 | <i>QRGP</i>                                                                                                                                     | Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024                                  | LSP - MKS                                                              |
|                                     |                                                 | <i>Assessment QRGP</i>                                                                                                                          | Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024                                  | LSP - MKS                                                              |
|                                     |                                                 | <i>CEO Academy</i>                                                                                                                              | Amerika Serikat, 12-13 November 2024 / The United States of America, November 12-13, 2024 | Wharton Executive Education                                            |

| Nama /<br>Name               | Jabatan /<br>Position                                                                                                                  | Jenis Pelatihan dan Materi Pelatihan /<br>Types of Training and Training Materials                                                                                                                                                                    | Waktu dan Tempat<br>Pelaksanaan / Time and Place<br>of Implementation                     | Penyelenggara /<br>Organizers                                                            |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Awan Hermawan<br>Purwadinata | Direktur Operasi /<br>Managing Director<br>of Operation                                                                                | <i>Safety Leadership</i>                                                                                                                                                                                                                              | Indonesia, 16 Juli 2024 /<br>Indonesia July 16, 2024                                      | Synergy Solutions                                                                        |
|                              |                                                                                                                                        | <i>QRGP</i>                                                                                                                                                                                                                                           | Indonesia, 15 Oktober 2024 /<br>Indonesia, October 15, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>Assessment QRGP</i>                                                                                                                                                                                                                                | Indonesia, 21 Oktober 2024 /<br>Indonesia, October 21, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>Safety Training</i>                                                                                                                                                                                                                                | Jepang, 21-25 Oktober 2024 /<br>Japan, October 21-25, 2024                                | JR EAST                                                                                  |
|                              |                                                                                                                                        | <i>CORPORATE GROWTH HACKS: Strategy for Scaling<br/>up Your Business</i>                                                                                                                                                                              | Indonesia, 31 Oktober-1<br>November 2024 / Indonesia,<br>October 31 – November 1,<br>2024 | Markplus Indonesia                                                                       |
| Heru Kuswanto                | Direktur<br>Pengelolaan<br>Prasarana /<br>Managing Director<br>of Infrastructure                                                       | <i>Safety Leadership</i>                                                                                                                                                                                                                              | Indonesia, 16 Juli 2024 /<br>Indonesia July 16, 2024                                      | Synergy Solutions                                                                        |
|                              |                                                                                                                                        | <i>Leading Digital Execution</i>                                                                                                                                                                                                                      | Switzerland, 9 September<br>2024 / Switzerland,<br>September 9, 2024                      | IMD Business School                                                                      |
|                              |                                                                                                                                        | <i>Special Directorship Program</i>                                                                                                                                                                                                                   | Indonesia, 20-21 September<br>2024 / Indonesia, September<br>20-21, 2024                  | Indonesian Institute<br>for Corporate<br>Directorship (IICD)                             |
|                              |                                                                                                                                        | <i>QRGP</i>                                                                                                                                                                                                                                           | Indonesia, 15 Oktober 2024 /<br>Indonesia, October 15, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>Assessment QRGP</i>                                                                                                                                                                                                                                | Indonesia, 21 Oktober 2024 /<br>Indonesia, October 21, 2024                               | LSP - MKS                                                                                |
| John Robertho                | Direktur<br>Perencanaan<br>Strategis dan<br>Pengelolaan Sarana<br>/ Managing Director<br>of Strategic<br>Planning and Rolling<br>Stock | <i>Safety Leadership</i>                                                                                                                                                                                                                              | Indonesia, 16 Juli 2024 /<br>July 16, 2024                                                | Synergy Solutions                                                                        |
|                              |                                                                                                                                        | <i>ESG Fundamental</i>                                                                                                                                                                                                                                | Indonesia, 17-19 September<br>2024 / Indonesia, September<br>17-19, 2024                  | CRMS                                                                                     |
|                              |                                                                                                                                        | <i>QRGP</i>                                                                                                                                                                                                                                           | Indonesia, 15 Oktober 2024 /<br>Indonesia, October 15, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>Assessment QRGP</i>                                                                                                                                                                                                                                | Indonesia, 21 Oktober 2024 /<br>Indonesia, October 21, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>CORPORATE GROWTH HACKS: Strategy for Scaling<br/>up Your Business</i>                                                                                                                                                                              | Indonesia, 31 Oktober-1<br>November 2024 / Indonesia,<br>October 31 – November 1,<br>2024 | Markplus Indonesia                                                                       |
|                              |                                                                                                                                        | <i>Sertifikasi Kompetensi Manajemen Risiko<br/>Pengawasan Tata Kelola Risiko Qualified Risk<br/>Governance Professional / Risk Management<br/>Competency Certification Risk Governance<br/>Supervision Qualified Risk Governance<br/>Professional</i> | Indonesia, 30 Oktober 2024 /<br>Indonesia, October 30, 2024                               | Badan Nasional<br>Sertifikasi Profesi /<br>National Professional<br>Certification Agency |
|                              |                                                                                                                                        | <i>Certificate of Competence Risk Management QRGP</i>                                                                                                                                                                                                 | Indonesia, 30 Oktober 2024 /<br>Indonesia, October 30, 2024                               | LSP MKS                                                                                  |
|                              |                                                                                                                                        | <i>Pendidikan dan Pelatihan Persiapan Ujian<br/>Profesional Tata Kelola Risiko Berkualifikasi<br/>(Qualified Risk Governance Professional) / Qualified<br/>Risk Governance Professional Exam Preparation<br/>Education and Training</i>               | Indonesia, 15 Oktober 2024 /<br>Indonesia, October 15, 2024                               | LSP MKS                                                                                  |
| Dadan Rudiansyah             | Direktur<br>Keselamatan<br>dan Keamanan /<br>Managing Director<br>of Safety and<br>Security                                            | <i>Safety Leadership</i>                                                                                                                                                                                                                              | Indonesia, 16 Juli 2024 /<br>Indonesia July 16, 2024                                      | Synergy Solutions                                                                        |
|                              |                                                                                                                                        | <i>Safety Leadership Level III</i>                                                                                                                                                                                                                    | Indonesia, 16 Juli 2024 /<br>Indonesia July 16, 2024                                      | Synergy Solusi                                                                           |
|                              |                                                                                                                                        | <i>QRGP</i>                                                                                                                                                                                                                                           | Indonesia, 15 Oktober 2024 /<br>Indonesia, October 15, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>Assessment QRGP</i>                                                                                                                                                                                                                                | Indonesia, 21 Oktober 2024 /<br>Indonesia, October 21, 2024                               | LSP - MKS                                                                                |
|                              |                                                                                                                                        | <i>CORPORATE GROWTH HACKS: Strategy for Scaling<br/>up Your Business</i>                                                                                                                                                                              | Indonesia, 31 Oktober 2024 /<br>Indonesia, October 31, 2024                               | Markplus Indonesia                                                                       |
|                              |                                                                                                                                        | <i>Safety Training</i>                                                                                                                                                                                                                                | Jepang, 21-25 Oktober 2024 /<br>Japan, October 21-25, 2024                                | JR EAST                                                                                  |

| Nama / Name       | Jabatan / Position                                                                                                  | Jenis Pelatihan dan Materi Pelatihan / Types of Training and Training Materials | Waktu dan Tempat Pelaksanaan / Time and Place of Implementation                 | Penyelenggara / Organizers |
|-------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------|
| Rosma Handayani   | Direktur SDM dan Umum / Managing Director of Human Capital and General Affairs                                      | <i>Safety Leadership</i>                                                        | Indonesia, 16 Juli 2024 / Indonesia July 16, 2024                               | Synergy Solutions          |
|                   |                                                                                                                     | <i>QRGP</i>                                                                     | Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024                        | LSP - MKS                  |
|                   |                                                                                                                     | <i>Assessment QRGP</i>                                                          | Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024                        | LSP - MKS                  |
|                   |                                                                                                                     | <i>Data for Decision Makers</i>                                                 | Australia, 12-13 November 2024 / Australia, November 12-13, 2024                | Melbourne Business School  |
| Rudi As Aturridha | Direktur Pengembangan Usaha dan Kelembagaan / Managing Director of Business Development and Institutional Relations | <i>Safety Leadership</i>                                                        | Indonesia, 16 Juli 2024 / Indonesia July 16, 2024                               | Synergy Solutions          |
|                   |                                                                                                                     | <i>Leading Digital Execution</i>                                                | Switzerland, 9-13 September 2024 / Switzerland, September 9-13, 2024            | IMD Business School        |
|                   |                                                                                                                     | <i>QRGP</i>                                                                     | Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024                        | LSP - MKS                  |
|                   |                                                                                                                     | <i>Assessment QRGP</i>                                                          | Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024                        | LSP - MKS                  |
| Salusra Wijaya    | Direktur Keuangan dan Manajemen Risiko / Managing Director of Finance and Risk Management                           | <i>Succeeding as a Strategic CFO</i>                                            | Amerika Serikat, 6 Oktober 2024 / The United States of America, October 6, 2024 | Harvard Bussiness School   |
|                   |                                                                                                                     | <i>QRGP</i>                                                                     | Indonesia, 15 Oktober 2024 / Indonesia, October 15, 2024                        | LSP - MKS                  |
|                   |                                                                                                                     | <i>Assessment QRGP</i>                                                          | Indonesia, 21 Oktober 2024 / Indonesia, October 21, 2024                        | LSP - MKS                  |

### PENILAIAN RISIKO ATAS PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.3]

KAI berupaya untuk menerapkan praktik keuangan berkelanjutan secara maksimal agar dapat mencapai target yang ditetapkan. Namun tidak dipungkiri, pelaksanaan praktik keuangan berkelanjutan Perseroan dihadapkan pada situasi ketidakpastian dan faktor risiko yang dapat berdampak terhadap kinerja Perseroan maupun pengambilan keputusan manajemen. Untuk mengatasi hal tersebut, KAI telah memetakan risiko dan mengimplementasikan sistem manajemen risiko yang secara mendasar berperan penting dalam keseluruhan penerapan praktik keuangan berkelanjutan, sesuai regulasi dan standar penerapan terbaik yang berlaku.

#### Sistem Manajemen Risiko

KAI mengimplementasikan sistem manajemen risiko yang merujuk pada ISO 31000:2018 *Risk Management – Guidelines*, mencakup sejumlah tahapan, yaitu:

- (1) Kegiatan komunikasi dan konsultasi
- (2) Penetapan ruang lingkup, konteks dan kriteria, asesmen risiko meliputi identifikasi risiko, analisis risiko, dan evaluasi risiko
- (3) Mitigasi risiko
- (4) Monitoring dan *review*, serta
- (5) Pencatatan dan pelaporan terkait risiko-risiko bisnis.

### RISK ASSESSMENT OF SUSTAINABLE FINANCE IMPLEMENTATION [OJK E.3]

KAI strives to implement sustainable finance practices optimally to achieve established targets. However, the Company acknowledges that implementing sustainable finance practices faces uncertainties and risk factors that may impact Company performance and management decision-making. To address this, KAI has mapped risks and implemented a risk management system that plays a fundamental role in the overall implementation of sustainable finance practices, in accordance with applicable regulations and best practice standards.

#### Risk Management System

KAI implements a risk management system referring to ISO 31000:2018 *Risk Management – Guidelines*, covering several stages:

- (1) Communication and consultation activities
- (2) Establishing scope, context and criteria, risk assessment including risk identification, risk analysis, and risk evaluation
- (3) Risk mitigation
- (4) Monitoring and review, and
- (5) Recording and reporting of business risks

Pengelolaan risiko atas penerapan keuangan berkelanjutan dijalankan dengan berfokus pada aspek ekonomi, lingkungan, dan sosial. Pada aspek ekonomi, KAI melakukan pengelolaan risiko investasi/non investasi dan risiko operasional melalui upaya mitigasi dengan monitoring risiko secara berkala, baik yang dilakukan secara manual maupun melalui penggunaan sistem informasi manajemen risiko yaitu aplikasi SMARTKA. Pada aspek lingkungan, KAI melakukan upaya-upaya mitigasi dengan menyusun desain perencanaan/ kebijakan (proyek, investasi, proses bisnis, risiko terkait hukum dan sebagainya) antara lain dengan memberikan pengembangan wawasan kepada *risk owner* dalam melakukan pengelolaan risiko lingkungan. Sementara pada aspek sosial, khususnya terkait risiko keselamatan, KAI menerapkan manajemen risiko keselamatan di daerah dan pengembangan HIRADC (*Hazard Identification Risk Assessment and Determining Control*) melalui implementasi IBPR (Identifikasi Bahaya, Penilaian dan Pengendalian Risiko) menggunakan aplikasi yang terintegrasi dengan sistem informasi manajemen risiko (Aplikasi SMARTKA).

Risk management for sustainable finance implementation focuses on economic, environmental, and social aspects. On economic aspect, KAI manages investment/non-investment and operational risks through mitigation efforts with regular risk monitoring, conducted both manually and through the SMARTKA risk management information system application. On environmental aspect, KAI implements mitigation efforts by developing planning/ policy designs (projects, investments, business processes, legal risks, etc.), including providing insight development to risk owners in managing environmental risks. On social aspect, particularly regarding safety risks, KAI implements safety risk management in operational areas and develops HIRADC (Hazard Identification Risk Assessment and Determining Control) through the implementation of IBPR (Hazard Identification, Assessment and Risk Control) using applications integrated with the risk management information system (SMARTKA Application).

#### Identifikasi Risiko Environmental Social Governance (ESG) KAI

KAI telah melakukan identifikasi melalui pendekatan *Environment, Social, and Governance* (ESG) terhadap risiko-risiko yang dihadapi, dengan hasil sebagai berikut:

#### Identification of KAI's Environmental Social Governance (ESG) Risks

KAI has conducted identification through the Environment, Social, and Governance (ESG) approach to the risks faced, with the following results:

| Aspek / Aspect           | Risiko dan Dampak dari Operasional / Risk and Impact of Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Pengaruh pada Pemangku Kepentingan / Impact on Stakeholders                                                      | Mitigasi Risiko / Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lingkungan / Environment | Risiko bencana alam dan perubahan iklim dapat mengganggu operasional bisnis yaitu keselamatan dan kelancaran perjalanan kereta api sehingga berpotensi memberikan dampak negatif terhadap kinerja keuangan dan keuntungan, prospek usaha, serta harga pasar surat berharga / The risk of natural disasters and climate change can disrupt business operations, namely the safety and smoothness of train travel, so that it has the potential to have a negative impact on financial performance and profits, business prospects, and market prices of securities                                                                                                     | Pelanggan, Masyarakat, Pekerja / Customers, Business Society, Employee<br>Mitra, Manajemen, Partners, Management | Melakukan pengecekan berkala setiap hari terhadap infrastruktur / Conducting daily periodic checks on infrastructure                                                                                                                                                                                                                                                                                                                                                                      |
| Sosial / Social          | Gangguan stabilitas politik, gejolak sosial, dan keamanan, baik di lingkup domestik maupun internasional, yang diakibatkan oleh isu-isu spesifik, seperti krisis geopolitik, perang dagang, dan lain sebagainya yang berdampak negatif bagi pertumbuhan bisnis, operasi, keadaan keuangan, hasil usaha, rantai pasok alat produksi / Disruption of political stability, social unrest, and security, both domestically and internationally, caused by specific issues, such as geopolitical crises, trade wars, and so on, which have a negative impact on business growth, operations, financial conditions, business results, supply chains of production equipment | Pelanggan, Masyarakat, Pekerja / Customers, Business Society, Employee<br>Mitra, Manajemen, Partners, Management | Monitoring pengaruh gejolak sosial politik terhadap rantai pasok alat produksi / Monitoring the impact of socio-political uproar on the supply chain of production equipment<br><br>Memperluas cakupan pangsa pasar baru mencari kemungkinan pangsa pasar baru, yang dapat menjadi alternatif pemasukan baru bagi perusahaan / Expanding the scope of new market share, looking for the possibility of new market share, which can be an alternative source of new income for the Company |



| Aspek / Aspect           | Risiko dan Dampak dari Operasional / Risk and Impact of Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Pengaruh pada Pemangku Kepentingan / Impact on Stakeholders                                 | Mitigasi Risiko / Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          | Risiko pemogokan kerja membawa dampak bagi pekerja dan perusahaan. Bagi perusahaan berdampak pada gangguan produksi, kerugian finansial dan dampak negative pada reputasi. Sedangkan bagi pekerja berdampak pada kehilangan upah, potensi PHK, dan bahkan masalah hukum jika pemogokan tidak sah. / The risks of strikes impact both workers and companies. For companies, they can result in production disruptions, financial losses, and negative reputational impacts. For workers, they can result in lost wages, potential layoffs, and even legal issues if the strike is unlawful.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                             | <ol style="list-style-type: none"> <li>Memetakan faktor-faktor yang dapat memicu pemogokan, seperti ketidakpuasan pekerja terhadap upah, kondisi kerja, atau kebijakan Perusahaan. / Map the factors that could trigger a strike, such as worker dissatisfaction with wages, working conditions, or company policies.</li> <li>Identifikasi unit atau entitas yang paling rentan terhadap pemogokan, berdasarkan tingkat kepuasan pekerja dan potensi konflik. / Identify the units or entities most vulnerable to a strike, based on worker satisfaction levels and potential conflict.</li> <li>Komunikasi yang efektif antara manajemen dan pekerja untuk mengatasi keluhan dan kekhawatiran. / Effective communication between management and workers to address grievances and concerns.</li> </ol>                                                                                                                                                                                                                |
|                          | Risiko penyerobotan lahan memiliki dampak hukum dan sosial. Secara pelaku, penyerobotan dapat dijerat pidana dengan pasal-pasal dalam KUHP (Kitab Undang-Undang Hukum Pidana) dan UU terkait pertanahan, seperti Pasal 385 KUHP dan Pasal 6 ayat (1) Perppu No. 51 Tahun 1960. Selain itu, penyerobotan juga dapat menimbulkan sengketa perdata yang melibatkan gugatan atas dasar perbuatan melawan hukum. Secara sosial, penyerobotan lahan dapat memicu konflik antar warga, menciptakan ketidakpercayaan, dan merugikan pemilik sah tanah. / The risk of land grabbing has legal and social impacts. As a perpetrator, land grabbing can be subject to criminal penalties under articles in the Criminal Code (KUHP) and land laws, such as Article 385 of the Criminal Code and Article 6 paragraph (1) of Perppu No. 51 of 1960. In addition, land grabbing can also give rise to civil disputes involving lawsuits based on unlawful acts. Socially, land grabbing can trigger conflict between residents, create distrust, and harm the legitimate landowners. |                                                                                             | <ol style="list-style-type: none"> <li>Pensertipikatan lahan untuk mengurangi risiko penyerobotan. / Land certification to reduce the risk of encroachment.</li> <li>Pengamanan fisik berupa pemasangan pagar, batas kepemilikan, dan system keamanan untuk pencegahan akses tidak sah ke lahan. / Physical security in the form of installing fences, property boundaries, and security systems to prevent unauthorized access to the land.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Tata Kelola / Governance | Risiko perubahan regulasi Indonesia atau Internasional yang berdampak terhadap bisnis, kondisi keuangan, kinerja operasional, dan prospek usaha / Risk of changes in Indonesian or international regulations that have an impact on business, financial conditions, operational performance, and business prospects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Pelanggan, Masyarakat, Mitra, Manajemen / Customers, Business Partners, Society, Management | Analisis dampak rencana regulasi terhadap industri transportasi secara umum dan khususnya perkeretaapian / Analysis of the impact of regulatory plans on the transportation industry in general and railways in particular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ekonomi / Economy        | <p>Potensi risiko peningkatan biaya operasional, terjadinya gangguan perjalanan, dan hilangnya kepercayaan pelanggan. Selain itu, banjir, kekeringan, dan angin kencang dapat merusak infrastruktur kereta api, menyebabkan gangguan operasional, dan menaikkan biaya pemeliharaan. Perubahan pola curah hujan dapat menyebabkan erosi tanah, yang dapat merusak jalur kereta api. / Potential risks include increased operating costs, disruption to travel, and loss of customer confidence. In addition, floods, droughts, and high winds can damage rail infrastructure, causing operational disruptions and increasing maintenance costs. Changes in rainfall patterns can cause soil erosion, which can damage rail lines.</p> <p>Perubahan dan tambahan pada regulasi pemerintah terkait keberlanjutan yang berpotensi dapat mempengaruhi operasi KAI. / Changes and additions to government regulations related to sustainability could potentially impact KAI's operations.</p>                                                                               | Pelanggan, Masyarakat, Mitra, Manajemen / Customers, business partners, society             | <p>Menerapkan early warning system terutama pada wilayah-wilayah yang rawan bencana dan secara signifikan mengganggu operasional perjalanan kereta api, sehingga dapat meminimalisasi kerugian / Implementing an early warning system, especially in disaster-prone areas and areas that significantly disrupt train operations, can minimize losses.</p> <ol style="list-style-type: none"> <li>Memonitor perubahan dan tambahan regulasi dari pemerintah secara proaktif dan menganalisa implikasi potensialnya terhadap operasi Perusahaan. / Proactively monitor changes and additions to government regulations and analyze their potential implications on the Company's operations.</li> <li>Mengalokasikan sumber daya yang cukup untuk memastikan kepatuhan penuh terhadap peraturan yang ada dan mempersiapkan Perusahaan untuk perubahan yang mungkin terjadi. / Allocate sufficient resources to ensure full compliance with existing regulations and prepare the Company for potential changes.</li> </ol> |

## Implikasi Finansial, Risiko, serta Peluang Akibat Perubahan Iklim [GRI 201-2]

Perubahan iklim menyebabkan peningkatan suhu global, perubahan pola curah hujan, serta terjadinya peristiwa cuaca ekstrem seperti banjir, kekeringan, dan badai. Perubahan iklim tidak hanya berdampak pada lingkungan alam, tetapi juga pada ekonomi dan operasional bisnis,

## Financial Implications, Risks and Opportunities from Climate Change [GRI 201-2]

Climate change causes global temperature increases, rainfall pattern changes, and extreme weather events like floods, droughts, and storms. These changes impact not only the natural environment but also economies and business operations, including KAI's operations which may face

termasuk operasional bisnis KAI yang memiliki kemungkinan menghadirkan implikasi fisik dan finansial. Atas dasar itu, Perseroan melakukan pengelolaan risiko terkait iklim secara menyeluruh dan melakukan strategi dalam mengatasi risiko yang berpotensi terjadi.

### Pengelolaan Manajemen Risiko Terkait Iklim

Perseroan menjalankan pengelolaan manajemen risiko terkait iklim secara terintegrasi. Sebagai organ perusahaan yang bertanggung jawab atas pengelolaan perusahaan, Direksi bertanggung jawab secara menyeluruh terhadap implementasi sistem manajemen risiko Perseroan, termasuk risiko terkait iklim. Direktur Utama bertugas memantau risiko dan peluang terkait iklim, dan pengambilan keputusan utama terkait langkah-langkah mitigasi risiko.

Perseroan telah berupaya untuk mengelola risiko terkait iklim agar tidak memberikan dampak negatif terhadap kinerja operasional dan keuangan Perseroan. Dalam mengelola risiko terkait iklim, Perseroan menjalankan program sesuai dengan arahan dari KBUMN. Per 31 Desember 2024, pengelolaan risiko terkait iklim dijalankan oleh Direktur Utama dibantu oleh Divisi Manajemen Risiko dan Subdivision of Corporate Social Responsibility, dengan uraian tanggung jawab sebagai berikut:

| Jabatan / Position                                 | Tanggung Jawab Terhadap Iklim / Climate Responsibility                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Direktur Utama / President Director                | Memiliki tanggung jawab secara keseluruhan untuk mengawasi risiko dan peluang terkait iklim dan pengambilan keputusan terkait mitigasi risiko. / Responsible for overseeing climate-related risks and opportunities and decision-making regarding risk mitigation.                                                                                                                                                                                  |
| Divisi Manajemen Risiko / Risk Management Division | Mengidentifikasi, mengevaluasi, dan mengelola risiko terkait dengan perubahan iklim yang dapat berdampak pada perusahaan. Tanggung jawab ini berupa mitigasi untuk menghadapi dampak perubahan iklim / Identifying, evaluating and managing risks related to climate change that may impact the company. This responsibility is in the form of mitigation to deal with the impacts of climate change.                                               |
| Subdivision of Corporate Social Responsibility     | Melaksanakan program KAI Go Green berupa kegiatan penanaman pohon di seluruh wilayah operasional KAI dan wilayah penyangga/pendukung operasional, non operasi maupun kawasan sekitarnya, sesuai dengan program prioritas. / Implementing the KAI Go Green program in the form of tree planting activities in all KAI operational areas and operational, non-operational and surrounding buffer/support areas, in accordance with priority programs. |

### Identifikasi Risiko Terkait Iklim [GRI 201-2]

Untuk mengatasi risiko perubahan terkait iklim, KAI secara berkala melakukan identifikasi terhadap bahaya, penilaian, dan pengendalian risiko akibat perubahan iklim. Berdasarkan laporan evaluasi kinerja tahun 2024, terdapat 88 kejadian gangguan perjalanan kereta api yang diakibatkan oleh kejadian alam akibat perubahan iklim seperti genangan air, banjir, angin, pohon tumbang dan longsor.

Perubahan iklim dapat berdampak signifikan pada operasional kereta api, seperti melengkungnya rel akibat panas ekstrem, banjir yang merusak infrastruktur, dan perubahan pola cuaca yang menghambat perjalanan.

physical and financial implications. Therefore, the Company implements comprehensive climate risk management and strategies to address potential risks.

### Climate Risk Management

The Company conducts integrated climate risk management. As the corporate organ responsible for company management, the Board of Directors has overall responsibility for implementing the Company's risk management system, including climate-related risks. The President Director monitors climate-related risks and opportunities and makes key decisions about mitigation measures.

The Company strives to manage climate-related risks to ensure that they do not negatively affect its operational and financial performance. In this effort, the Company implements programs in line with the guidance of KBUMN. By December 31, 2024, the management of climate-related risks will be overseen by the President Director, with support from the Risk Management Division and Corporate Social Responsibility Subdivision. Below is a description of their respective responsibilities:

### Climate Risk Identification [GRI 201-2]

To address climate-related risks, KAI regularly conducts identification, assessment, and control of climate change risks. According to the 2024 performance evaluation report, there were 88 incidents of train disruptions caused by natural events linked to climate change, including waterlogging, flooding, strong winds, fallen trees, and landslides.

Climate change can significantly impact train operations. For example, extreme heat can cause rail bending, while flooding can damage infrastructure, and shifting weather patterns can hinder travel.

Mitigasi risiko perubahan iklim adalah tindakan untuk mengurangi atau mencegah dampak negatif dari perubahan iklim. Mitigasi Risiko Perubahan Iklim diantaranya:

#### 1. Mengurangi Emisi Gas Rumah Kaca

- Penggunaan energi yang lebih efisien dengan menggunakan energi terbarukan, seperti energi surya atau angin.
- Mengurangi penggunaan kendaraan bermotor melalui penggunaan mobil yang ramah lingkungan atau gunakan teknologi hybrid.
- Mengurangi pemakaian bahan bakar fosil.
- Mengelola sampah dengan menerapkan proses pemisahan sampah, daur ulang, dan mengurangi penggunaan plastik.

#### 2. Meningkatkan Penyerapan Karbon

- Penanaman pohon. Penanaman pohon untuk menyerap karbon dioksida dari atmosfer.
- Penggunaan pupuk organik. Upaya ini dapat membantu meningkatkan kesuburan tanah dan kemampuan menyerap karbon.

#### 3. Mengembangkan Teknologi Baru

- Teknologi penangkapan karbon. Teknologi ini dapat membantu menyerap karbon dioksida dari emisi industri.
- Teknologi energi terbarukan. Teknologi ini dapat membantu mengurangi ketergantungan pada bahan bakar fosil.
- Teknologi pemantauan iklim. Teknologi ini dapat membantu memprediksi perubahan iklim dan dampak-dampaknya.

#### 4. Adaptasi

- Infrastruktur yang tahan terhadap bencana, seperti banjir, kekeringan, dan angin topan.
- Pengembangan Sistem Peringatan Dini. Peringatan dini dapat membantu unit terkait untuk mempersiapkan tim dan fasilitas kerja dalam menghadapi bencana alam.

Selain itu, sebagai bentuk nyata penerapan prinsip ESG, KAI telah menyediakan layanan transportasi berkelanjutan, yang berfokus pada dua aspek, yaitu penerapan prinsip berkelanjutan dan program dekarbonisasi yang terus dijalankan. Upaya ini sejalan dengan visi baru Perseroan, *"Driving Sustainable Transportation, Enhancing People's Lives"*.

Climate change risk mitigation involves actions to reduce or prevent the negative impacts of climate change. Key strategies include:

#### 1. Reducing Greenhouse Gas Emissions

- More efficient energy use by harnessing renewable sources such as solar or wind energy.
- Decreasing reliance on motorized vehicles by promoting environmentally friendly options and hybrid technology.
- Reducing the use of fossil fuels.
- Managing waste effectively through processes like waste separation, recycling, and minimizing plastic use.

#### 2. Increasing Carbon Absorption

- Planting trees to absorb carbon dioxide from the atmosphere.
- Utilizing organic fertilizers to enhance soil fertility and its carbon absorption capacity.

#### 3. Developing New Technology

- Implementing carbon capture technology to absorb carbon dioxide from industrial emissions.
- Advancing renewable energy technologies to lessen dependence on fossil fuels.
- Establishing climate monitoring technologies to predict climate change and its impacts.

#### 4. Adaptation

- Creating disaster-resistant infrastructure designed to withstand floods, droughts, and hurricanes.
- Developing an Early Warning System to prepare relevant teams and facilities for impending natural disasters.

As a tangible example of its commitment to ESG (Environmental, Social, and Governance) principles, KAI has prioritized sustainable transportation services, focusing on two main areas: the application of sustainable practices and an ongoing decarbonization program. This effort aligns with the Company's new vision, *"Driving Sustainable Transportation, Enhancing People's Lives."*

Lebih lanjut, KAI telah melakukan identifikasi risiko dan peluang yang terkait dengan perubahan iklim dengan menggunakan pendekatan TCFD (*Task Force on Climate-related Financial Disclosures*). [GRI 201-2] Melalui metode ini, KAI dapat memahami risiko dan peluang perubahan iklim, serta mengembangkan strategi untuk mengelola dampak perubahan iklim dan memastikan keberlanjutan bisnisnya di masa depan.

Additionally, KAI has identified climate-related risks and opportunities using the TCFD (Task Force on Climate-related Financial Disclosures) approach. [GRI 201-2] Through this method, KAI can understand climate change risks and opportunities, and develop strategies to manage climate change impacts and ensure future business sustainability.

## Risiko Fisik

## Physical Risk

| Risiko Fisik / Physical Risk | Risiko dan Dampak dari Operasional / Risks and Impacts of Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Mitigasi / Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risiko Kronis / Chronic Risk | <b>Banjir / Flood</b><br>Risiko yang terjadi saat curah hujan ekstrem melebihi kapasitas saluran air atau sistem drainase, menyebabkan genangan air yang dapat mengganggu operasional jalur rel dan stasiun. Hal ini dapat mengakibatkan penundaan atau pembatalan perjalanan kereta api serta kerusakan pada infrastruktur stasiun dan rel. / The risk occurs when extreme rainfall exceeds the capacity of water channels or drainage systems, causing waterlogging that can disrupt rail and station operations. This can result in delays or cancellations of trains and damage to station and track infrastructure.                                                           | <ul style="list-style-type: none"> <li>Peningkatan sistem drainase dan saluran air di sekitar jalur rel dan stasiun untuk mengurangi risiko genangan air. / Improvement of drainage and water channels around the railway line and stations to reduce the risk of waterlogging.</li> <li>Monitoring curah hujan secara real-time dan peringatan dini terhadap potensi banjir untuk mengambil langkah-langkah pencegahan yang sesuai. / Real-time rainfall monitoring and early warning of potential flooding to take appropriate preventive measures.</li> <li>Pembangunan tanggul untuk melindungi jalur rel dari genangan air yang tinggi. / Construction of embankments to protect the railway line from high waterlogging.</li> </ul> |
|                              | <b>Tanah Longsor / Landslide</b><br>Risiko yang terjadi karena hujan deras dan perubahan topografi yang merusak jalur rel atau infrastruktur KAI. Tanah longsor dapat menutup jalur rel, menyebabkan terganggunya layanan kereta api, bahkan menimbulkan bahaya bagi keamanan dan keselamatan penumpang dan pekerja. / Risks that occur due to heavy rain and topographic changes that damage railway lines or KAI infrastructure. Landslides can block railway lines, disrupt train services, and even pose a danger to the safety and security of passengers and workers.                                                                                                        | <ul style="list-style-type: none"> <li>Pemantauan kondisi geologis dan topografi di sepanjang jalur rel untuk mendeteksi potensi tanah longsor. / Monitoring geological and topographic conditions along the railway line to detect potential landslides.</li> <li>Pemeliharaan vegetasi di sekitar jalur rel untuk mengurangi erosi tanah dan menguatkan lereng. / Maintaining vegetation around the railway line to reduce soil erosion and strengthen slopes.</li> </ul>                                                                                                                                                                                                                                                               |
|                              | <b>Badai dan Topan / Storms and Typhoons</b><br>Risiko seperti angin kencang, hujan lebat, dan gelombang tinggi yang terjadi selama badai atau topan dapat menyebabkan kerusakan serius pada rel, stasiun, dan fasilitas KAI. Hal ini dapat mengganggu operasional, bahkan menyebabkan penundaan perjalanan atau pembatalan layanan kereta api. / Risks such as strong winds, heavy rain, and high waves during storms or typhoons can cause severe damage to KAI's tracks, stations, and facilities. This can disrupt operations, leading to delays or cancellations of train services.                                                                                           | <ul style="list-style-type: none"> <li>Penguatan infrastruktur jalur rel dan stasiun agar lebih tahan terhadap angin kencang. / Reinforcement of rail infrastructure and stations to be more resistant to strong winds.</li> <li>Pemeliharaan vegetasi di sekitar jalur rel untuk mengurangi erosi tanah dan menguatkan lereng. / Maintaining vegetation around rail lines to reduce soil erosion and strengthen slopes.</li> </ul>                                                                                                                                                                                                                                                                                                       |
| Risiko Kronis / Chronic Risk | <b>Peningkatan Suhu / Rising Temperatures</b><br>Pemanasan global menyebabkan suhu udara secara keseluruhan meningkat, yang dapat mengakibatkan suhu pada jalur rel juga naik. Peningkatan suhu tersebut dapat menyebabkan kerusakan pada infrastruktur rel dan menurunkan keandalan layanan, misalnya, dengan memicu peristiwa seperti penyusutan rel atau pelengkungan jalur. / Global warming causes overall air temperatures to rise, which can cause temperatures on rail lines to rise as well. These rising temperatures can cause damage to rail infrastructure and reduce service reliability, for example, by triggering events such as rail shrinkage or track bending. | <ul style="list-style-type: none"> <li>Melakukan perawatan rutin pada infrastruktur rel, termasuk pengecekan reguler terhadap kondisi rel dan struktur lainnya untuk memastikan keandalan dan keselamatan operasional. / Conducting regular maintenance on rail infrastructure, including regular checks on the condition of rails and other structures to ensure operational reliability and safety.</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| Risiko Kronis / Chronic Risk | <b>Perubahan Curah Hujan / Changes in Rainfall</b><br>Perubahan pola hujan dapat menyebabkan banjir yang lebih sering atau kekeringan, yang dapat mempengaruhi pasokan air untuk keperluan operasional KAI. Dimana banjir dapat merusak jalur rel, stasiun, dan fasilitas lainnya, sementara kekeringan dapat mempengaruhi ketersediaan air untuk operasi. / Changes in rainfall patterns can lead to more frequent flooding or droughts, which can affect the water supply for KAI's operational needs. Floods can damage rail lines, stations, and other facilities, while droughts can affect the availability of water for operations.                                         | <ul style="list-style-type: none"> <li>Meningkatkan sistem drainase dan saluran air di sepanjang jalur rel untuk meminimalkan risiko banjir akibat curah hujan ekstrem. / Improving drainage and water channels along the railway line to minimize the risk of flooding due to extreme rainfall.</li> <li>Menggunakan sistem pemantauan cuaca untuk mendeteksi potensi hujan deras sehingga dapat mengambil tindakan pencegahan lebih awal. / Using weather monitoring systems to detect potential heavy rainfall so that preventive measures can be taken early.</li> </ul>                                                                                                                                                              |
|                              | <b>Peningkatan Kejadian / Increased Extreme Weather Frequency</b><br>Cuaca Ekstrem Perubahan iklim dapat menyebabkan peningkatan frekuensi atau intensitas cuaca ekstrem, seperti badai, topan, atau hujan deras, yang dapat mengganggu operasi KAI dan menyebabkan kerusakan infrastruktur. / Climate change may lead to an increase in the frequency or intensity of extreme weather events, such as storms, typhoons, or heavy rainfall, which may disrupt KAI operations and cause damage to infrastructure.                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Mempersiapkan rencana evakuasi dan penyelamatan yang bekerjasama dengan pihak berwenang setempat untuk mengatasi situasi darurat akibat cuaca ekstrem. / Preparing evacuation and rescue plans in collaboration with local authorities to address emergency situations due to extreme weather.</li> <li>Menerapkan sistem pemantauan cuaca yang canggih untuk mendeteksi dan memantau kejadian cuaca ekstrem sehingga dapat memberikan peringatan dini kepada petugas operasional. / Implementing a sophisticated weather monitoring system to detect and monitor extreme weather events so as to provide early warning to operational personnel.</li> </ul>                                       |

Risiko Transisi

Transition Risk

| Risiko Transisi / Transition Risk                             | Risiko dan Dampak dari Operasional / Risks and Impacts of Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Mitigasi / Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risiko Reputasi / Reputation Risk</b>                      | KAI menghadapi risiko reputasi terkait dengan kecelakaan, keterlambatan layanan, atau masalah lainnya yang dapat mempengaruhi persepsi publik terhadap keamanan dan kualitas layanan perusahaan. / KAI faces reputational risks related to accidents, service delays, or other issues that may affect public perception of the Company's safety and service quality.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>Memperkuat fokus pada keselamatan dan kualitas layanan untuk meminimalkan risiko kecelakaan dan keterlambatan. / Strengthening the focus on safety and service quality to minimize the risk of accidents and delays.</li><li>Melakukan komunikasi terbuka dan transparan dengan pelanggan dan masyarakat untuk memberikan pemahaman yang jelas tentang tindakan yang diambil untuk meningkatkan layanan dan keselamatan. / Conducting open and transparent communication with customers and the community to provide a clear understanding of the actions taken to improve service and safety.</li><li>Menerapkan program pelatihan dan pengawasan yang ketat untuk meningkatkan kesadaran dan akuntabilitas dalam praktik operasional. / Implementing a rigorous training and supervision program to increase awareness and accountability in operational practices.</li></ul> |
| <b>Risiko Pasar / Market Risk</b>                             | Perubahan dalam preferensi atau kebutuhan pasar terhadap transportasi dapat mempengaruhi permintaan terhadap layanan KAI. Misalnya, naiknya minat dalam transportasi massal, atau perkembangan baru dalam teknologi transportasi dapat mempengaruhi jumlah penumpang atau kargo yang diangkut oleh KAI. Risiko ini meliputi ketidakpastian terkait dengan permintaan pasar, persaingan yang meningkat, dan perubahan dalam lingkungan bisnis eksternal. / Changes in market preferences or needs for transportation may affect demand for KAI services. For example, increased interest in mass transportation, or new developments in transportation technology may affect the number of passengers or cargo carried by KAI. These risks include uncertainties related to market demand, increased competition, and changes in the external business environment. | <ul style="list-style-type: none"><li>Melakukan analisis pasar yang komprehensif untuk memahami tren, preferensi, dan kebutuhan pelanggan potensial. / Conducting comprehensive market analysis to understand trends, preferences and needs of potential customers.</li><li>Diversifikasi layanan dan jaringan rute untuk mengurangi ketergantungan pada segmen pasar tertentu. / Diversifying services and route networks to reduce dependence on specific market segments.</li><li>Berinovasi dalam pengembangan layanan baru atau peningkatan efisiensi operasional untuk meningkatkan daya saing perusahaan di pasar yang berubah-ubah. / Encouraging innovating in developing new services or improving operational efficiency to enhance the Company's competitiveness in a changing market.</li></ul>                                                                                                          |
| <b>Risiko Hukum &amp; Kebijakan / Legal &amp; Policy Risk</b> | Perubahan dalam regulasi pemerintah terkait dengan industri perkeretaapian dan isu keberlanjutan dapat mempengaruhi operasi KAI. / Changes in government regulations related to the railway industry and sustainability issues may affect KAI's operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>Memantau perubahan regulasi secara proaktif dan menyelidiki implikasi potensialnya terhadap operasi perusahaan. / Proactively monitoring regulatory changes and investigate their potential implications on the Company's operations.</li><li>Mengalokasikan sumber daya yang cukup untuk memastikan kepatuhan penuh terhadap peraturan yang ada dan mempersiapkan perusahaan untuk perubahan yang mungkin terjadi. / Allocating sufficient resources to ensure full compliance with existing regulations and prepare the Company for potential changes.</li></ul>                                                                                                                                                                                                                                                                                                              |
| <b>Risiko Teknologi / Technology Risk</b>                     | KAI mungkin mengalami kesulitan dalam mengintegrasikan sistem kereta yang lebih canggih atau mengadopsi teknologi yang lebih ramah lingkungan. Risiko ini meliputi biaya tinggi untuk investasi dalam teknologi baru, kesulitan dalam mentransformasikan infrastruktur yang ada, dan potensi gangguan operasional selama periode transisi. / KAI may experience difficulties in integrating more advanced train systems or adopting more environmentally friendly technologies. These risks include high costs for investment in new technologies, difficulties in transforming existing infrastructure, and potential operational disruptions during the transition period.                                                                                                                                                                                       | <ul style="list-style-type: none"><li>Melakukan evaluasi teknologi secara teratur untuk mengidentifikasi solusi yang paling cocok dengan kebutuhan operasional dan strategi jangka panjang perusahaan. / Conducting regular technology evaluations to identify solutions that best fit the Company's operational needs and long-term strategy.</li><li>Melakukan investasi dalam pelatihan pekerja untuk memastikan pemahaman yang mendalam tentang teknologi baru yang diadopsi. / Investing in employee training to ensure a deep understanding of new technologies adopted.</li></ul>                                                                                                                                                                                                                                                                                                                              |

Risiko Peluang

Opportunity Risk

| Sektor / Sector                                                                                 | Risiko / Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Peningkatan Transportasi Ramah Lingkungan / Increasing Demand for Green Transportation          | Dengan peningkatan kesadaran akan dampak lingkungan dari transportasi berbasis bahan bakar fosil, ada peluang bagi KAI untuk menjadi pilihan utama dalam transportasi massal yang lebih ramah lingkungan, terutama untuk perjalanan jarak menengah dan jauh. / With increasing awareness of the environmental impacts of fossil fuel-based transportation, there is an opportunity for KAI to become the preferred choice for more environmentally friendly mass transportation, especially for medium and long-distance travel. |
| Pengembangan Infrastruktur dan Layanan Hijau / Development of Green Infrastructure and Services | KAI dapat memanfaatkan kesempatan untuk mengembangkan infrastruktur yang lebih hijau, seperti penggunaan energi terbarukan untuk operasi, pembangunan stasiun kereta ramah lingkungan, dan peningkatan layanan kereta api yang efisien dan berkelanjutan. / KAI can take advantage of the opportunity to develop greener infrastructure, such as the use of renewable energy for operations, the construction of environmentally friendly train stations, and the improvement of efficient and sustainable train services.       |
| Kemitraan untuk Inovasi / Partnerships for Innovation                                           | KAI dapat menjalin kemitraan dengan perusahaan teknologi dan inovasi untuk mengembangkan solusi transportasi yang lebih efisien, termasuk penggunaan teknologi cerdas untuk manajemen lalu lintas, optimasi rute, dan pengurangan emisi. / KAI can partner with technology and innovation companies to develop more efficient transportation solutions, including the use of smart technology for traffic management, route optimization, and emission reduction.                                                                |



| Sektor / Sector                                                     | Risiko / Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Peningkatan Keterlibatan Masyarakat / Enhanced Community Engagement | KAI dapat memanfaatkan peluang untuk meningkatkan keterlibatan masyarakat dalam program-program lingkungan, seperti penanaman pohon, kampanye pengurangan sampah, dan program edukasi lingkungan, untuk memperkuat dukungan publik terhadap operasi perusahaan. / KAI can take advantage of the opportunity to increase community involvement in environmental programs, such as tree planting, waste reduction campaigns, and environmental education programs, to strengthen public support for the Company's operations. |

### Identifikasi Risiko Iklim Kepada Pemasok [GRI 201-2]

KAI memahami bahwa perubahan iklim dapat berdampak terhadap kinerja operasional Perseroan, yang kemudian berimbas terhadap kinerja ekonomi Perseroan. Dalam mengatasi tantangan tersebut, Perseroan menetapkan identifikasi risiko iklim pada seluruh rantai pasok dengan merujuk pada kebijakan Peraturan Direksi nomor PER.U/KL. 104/III/2/KA-2024 tentang Pedoman Penerapan Manajemen Risiko terkait kelompok peristiwa Risiko Sosial dan Lingkungan. Terkait dengan pengelolaan pemasok, PT Kereta Api Indonesia (Persero) juga telah memiliki Peraturan Direksi nomor PER.U/KM.101/VII/1/KA-2022 tentang Pedoman Pengadaan Barang dan Jasa. Kebijakan tersebut meliputi peningkatan pengendalian risiko dan implementasi SMK3L. Dengan demikian, para pemasok yang bekerja sama dengan Perseroan wajib mengutamakan prinsip-prinsip SMK3L (Sistem Manajemen Keamanan, Keselamatan, dan Lingkungan), termasuk melakukan mitigasi risiko terkait perubahan iklim sehingga dapat terjaga lingkungan kerja yang aman, sehat, dan ramah lingkungan, yang pada akhirnya dapat meningkatkan nilai tambah bagi Perseroan dan seluruh pemangku kepentingan.

### Climate Risk Identification for Suppliers [GRI 201-2]

KAI understands that climate change may impact the Company's operational performance, which subsequently affects economic performance. To address these challenges, the Company has established climate risk identification across its entire supply chain, guided by the Board of Directors Regulation number PER.U/KL. 104/III/2/KA-2024, which outlines the Guidelines for the Implementation of Risk Management related to Social and Environmental Risk events. In terms of supplier management, PT Kereta Api Indonesia (Persero) has established Board of Directors Regulation number PER.U/KM.101/VII/1/KA-2022, which provides Guidelines for the Procurement of Goods and Services. This policy focuses on enhancing risk control and implementing the SMK3L (Security, Safety, and Environmental Management System). Consequently, suppliers collaborating with the Company are required to prioritize the principles of SMK3L, including the mitigation of climate-related risks. This approach ensures a safe, healthy, and environmentally friendly work environment, ultimately increasing added value to the Company and all its stakeholders.

| Risiko / Risiko                                                               | Risiko dan Dampak dari Operasional / Risiko dan Dampak dari Operasional                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Mitigasi / Mitigasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risiko Gangguan Kinerja Operasional / Operational Performance Disruption Risk | Perubahan iklim menyebabkan cuaca ekstrem seperti banjir, kekeringan dan badai yang dapat merusak infrastruktur kereta api dan akan mengakibatkan gangguan operasional perjalanan kereta api. Dampak lain adalah Perusahaan akan mengeluarkan biaya lebih besar untuk perbaikan infrastruktur yang rusak akibat bencana alam. / Climate change causes extreme weather such as floods, droughts and storms that can damage railway infrastructure and will disrupt railway operations. Another impact is that the Company will spend more money to repair infrastructure damaged by natural disasters. | <ul style="list-style-type: none"> <li>PT KAI berkoordinasi dengan PUPR/BBWS dalam mengantisipasi bencana alam akibat banjir. / PT KAI coordinates with PUPR/BBWS in anticipating natural disasters due to flooding.</li> <li>Penggantian rel eksisting menjadi rel panjang secara berkala dengan sistem pengelasan <i>flash butt</i> dalam mengantisipasi cuaca panas, termasuk penggantian rel. / Periodic replacement of existing rails with long rails with a flash butt welding system in anticipation of hot weather, including rail replacement.</li> </ul> |
| Risiko Ketidakpatuhan Peraturan / Regulatory Non-Compliance Risk              | Ketidakpatuhan terhadap peraturan lingkungan seperti emisi gas buang, efek rumah kaca, limbah berbahaya dapat mengakibatkan perusahaan terkena sanksi dan denda yang signifikan dari pemerintah. / Non-compliance with environmental regulations such as exhaust emissions, greenhouse effects, hazardous waste can result in companies being subject to significant sanctions and fines from the government.                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Komitmen dan kepatuhan perusahaan terhadap peraturan perubahan iklim, seperti membangun pengolahan limbah di balai yasa, depo lokomotif, depo gerbong, depo kereta. / The Company's commitment and compliance with climate change regulations, such as building waste processing in the yard, locomotive depot, carriage depot, and train depot.</li> <li>Meningkatkan kemampuan dalam menyesuaikan diri terhadap perubahan iklim. / Increasing the ability to adapt to climate change.</li> </ul>                          |

| Risiko / Risiko                                             | Risiko dan Dampak dari Operasional / Risiko dan Dampak dari Operasional                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Mitigasi / Mitigasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risiko Ketidapatuhan terhadap ESG / ESG Non-Compliance Risk | Ketidapatuhan terhadap prinsip ESG dalam perubahan iklim dapat membawa risiko signifikan bagi perusahaan termasuk risiko reputasi. Terutama terkait isu lingkungan dapat merusak reputasi perusahaan di mata stakeholders sehingga menyebabkan hilangnya kepercayaan. / Non-compliance with ESG principles in climate change can carry significant risks for companies including reputational risks. Especially related to environmental issues can damage the company's reputation in the eyes of stakeholders, causing a loss of trust.                                                                                                                                                                                                                     | Penerapan prinsip ESG, terutama dalam konteks perubahan iklim, sangat penting untuk keberlanjutan bisnis. Perusahaan yang mengabaikan risiko ESG berpotensi mengalami kerugian finansial, reputasi, operasional, dan bahkan hukum. Oleh karena itu, perusahaan harus proaktif dalam mengelola risiko ESG dan berinvestasi dalam praktik bisnis berkelanjutan. / The application of ESG principles, especially in the context of climate change, is very important for business sustainability. Companies that ignore ESG risks have the potential to experience financial, reputational, operational, and even legal losses. Therefore, companies must be proactive in managing ESG risks and investing in sustainable business practices. |
| Risiko Keamanan / Security Risk                             | Perubahan iklim menimbulkan berbagai risiko keamanan, termasuk konflik sosial, ketahanan pangan yang terancam, sehingga timbul gangguan keamanan yang berpotensi mengganggu operasional perjalanan kereta api. Gangguan keamanan berupa pencurian rel, paku penambat, pencurian fasopka di emplasemen yang berpotensi menyebabkan kecelakaan kereta api (KKA). / Climate change poses various security risks, including social conflict, and threatened food security, resulting in security disturbances that have the potential to disrupt railway operations. Security disturbances in the form of theft of rails, anchor nails, as well as theft of operational railway facilities at the station yard which can potentially cause train accidents (KKA). | Perubahan iklim tidak hanya berdampak pada lingkungan, tetapi juga memiliki konsekuensi serius bagi keamanan dan keselamatan transportasi. Untuk itu, Perusahaan melakukan mitigasi sebagai berikut: / Climate change not only impacts the environment, but also has serious consequences for transportation safety and security. For this reason, the Company takes the following mitigation measures:<br>1. Pemasangan CCTV untuk monitoring pengamanan di wilayah emplasemen stasiun. / CCTV installation for security monitoring in the station yard area.<br>2. Penambahan tenaga pengamanan untuk patrol di wilayah operasional kereta api. / Adding security personnel to patrol in the railway operational area.                   |

### Metrik dan Target

KAI telah menetapkan target kinerja keberlanjutan yang terkait dengan iklim guna mengetahui keberhasilan strategi yang telah disusun melalui penyusunan *roadmap* ESG.

### Metrics and Targets

KAI has established climate-related sustainability performance targets to evaluate the success of its formulated strategies.

| Uraian / Description                                                                                                                               | Target / Target                                                                                                                                                                                                                                                                                                                                                         | Realisasi 2024 / 2024 Realization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proporsi penggunaan energi terbarukan (dari total konsumsi bahan bakar) / Proportion of renewable energy usage (of total fuel consumption)         | Maksimal 25% sumber energi (bahan bakar) yang digunakan berasal dari energi baru terbarukan (EBT) selama periode 2024–2028, terutama dari listrik, energi surya, dan biodiesel. / A maximum of 25% of energy sources (fuel) used originate from new renewable energy (EBT) during the 2024–2028 period, especially from electricity, solar energy, and biodiesel.       | <ul style="list-style-type: none"><li>Implementasi PLTS pada Gedung Jakarta Railway Center, 53 Stasiun KA, 3 Balai Yasa, 4 Griya Karya, dan 2 Kantor Daop/Divre. / Implementation of Solar Power Plants (PLTS) at the Jakarta Railway Center Building, 53 Train Stations, 3 Railway Workshops, 4 Engineer and Crews Lounges, and 2 Regional Operations Offices/Regional Divisions.</li><li>Panjang jalur elektrifikasi 622,06 km. / Length of electrification line 622.06 km.</li></ul>                                                                                                    |
| Proporsi lokomotif, KRD dan pembangkit yang menggunakan EBT / Proportion of locomotives, Diesel Rail Trains, and generators using Renewable Energy | Maksimal 25% lokomotif dan kereta pembangkit menggunakan EBT selama 2024–2028. Dari total tersebut, 75% menggunakan energi listrik dan 25% menggunakan biodiesel atau EBT lainnya. / A maximum of 25% of locomotives and power trains use renewable energy during 2024–2028. Of the total, 75% use electricity and 25% use biodiesel or other renewable energy sources. | <ul style="list-style-type: none"><li>Implementasi 100% Biofuel B35. / Implementation of 100% B35 Biofuel.</li><li>Panjang jalur elektrifikasi 622,06 km. / Length of electrification line 622.06 km.</li></ul>                                                                                                                                                                                                                                                                                                                                                                            |
| Proporsi bangunan operasional yang menggunakan EBT / Proportion of operational buildings using Renewable Energy                                    | Maksimal 10% bangunan (kantor, stasiun, gedung dinas) menggunakan EBT seperti panel surya, dengan kemampuan konversi listrik PLN hingga 5% selama 2024–2028. / A maximum of 10% of buildings (offices, stations, government buildings) use renewable energy such as solar panels, with PLN electricity conversion capacity of up to 5% during 2024–2028.                | Implementasi PLTS pada Gedung Jakarta Railway Center, 53 Stasiun KA, 3 Balai Yasa, 4 Griya Karya, dan 2 Kantor Daop/Divre. / Implementation of Solar Power Plants in the Jakarta Railway Center Building, 53 Train Stations, 3 Railway Workshops, 4 Engineer and Crews Lounges, and 2 Regional Operations Offices/Regional Divisions.                                                                                                                                                                                                                                                      |
| Proporsi bangunan operasional yang bersertifikat <i>green building</i> / Proportion of operational buildings certified as green buildings          | Maksimal 10% bangunan (kantor, stasiun dan gedung dinas lainnya) disertifikasi sebagai <i>green building</i> selama 2024–2028. / A maximum of 10% of buildings (offices, stations, and other official buildings) are certified as green buildings during 2024–2028.                                                                                                     | Gedung Kantor LRT Jabodebek telah memperoleh Sertifikasi <i>Green Building</i> . Selain itu, telah dimulai <i>pilot project green building</i> bekerja sama dengan International Finance Corporation (IFC) melalui skema EDGE ( <i>Excellence in Design for Greater Efficiencies</i> ). / The Jabodebek LRT Office Building has obtained Green Building Certification. Additionally, a green building pilot project has been initiated in collaboration with the International Finance Corporation (IFC) through the EDGE ( <i>Excellence in Design for Greater Efficiencies</i> ) scheme. |

| Uraian /<br>Description                                                                                                                    | Target /<br>Target                                                                                                                                                                                                                                                                                                                                                                                                                                          | Realisasi 2024 /<br>2024 Realization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Persentase penggunaan biofuel dari total konsumsi energi / Percentage of biofuel use from total energy consumption                         | Minimum 20% dari total konsumsi energi berasal dari clean energy (biofuel). / A minimum of 20% of total energy consumption originates from clean energy (biofuel)                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Implementasi 100% Biofuel B35. / Implementation of 100% B35 Biofuel.</li> <li>Pelaksanaan uji coba penerapan Biofuel B40 untuk kereta api. / Implementation of trial application of B40 Biofuel for trains.s</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ketersediaan baseline dan rencana reduksi emisi gas rumah kaca / Availability of baseline and greenhouse gas emission reduction plan       | Melakukan penghitungan baseline emisi dan menyusun rencana reduksi emisi secara terstruktur. / Conducting baseline emission calculations and prepare structured emission reduction plans.                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Perhitungan jejak karbon (Carbon Footprint) untuk KA Penumpang dan KA Barang. / Carbon Footprint calculation for Passenger Trains and Freight Trains.</li> <li>Penilaian Life Cycle Assessment (LCA) KA Perkotaan (KRL) Jabodetabek kerjasama dengan Badan Riset dan Inovasi Nasional (BRIN). / Life Cycle Assessment (LCA) of Jabodetabek Urban Trains (KRL) in collaboration with the National Research and Innovation Agency (BRIN).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Proporsi lokasi operasional bersertifikasi ISO 14001 / Proportion of operational locations certified as ISO:14001                          | Lebih dari 20% lokasi operasi memperoleh sertifikasi ISO 14001 (Sistem Manajemen Lingkungan). / More than 20% of operating sites have obtained ISO 14001 (Environmental Management System) certification.                                                                                                                                                                                                                                                   | Terdapat 4 (empat) lokasi operasi yang telah memperoleh sertifikasi ISO 14001 (Sistem Manajemen Lingkungan). / 4 (four) operational locations have obtained ISO 14001 (Environmental Management System) certification.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Program edukasi lingkungan dan pengelolaan dampak operasional / Environmental education programs and operational impact management         | Melakukan edukasi mengenai Green Travel dan pengurangan plastik kepada pekerja, pemasok, tenant, dan konsumen (melalui Train Attendant). / Conducting education on Green Travel and plastic reduction to employees, suppliers, tenants, and consumers (through Train Attendants).                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Telah terbit Surat Edaran Direksi Nomor: SE.U/KL.403/VIII/2/KA-2024 tanggal 29 Agustus 2024 tentang Pembatasan Penggunaan Plastik Sekali Pakai dan Bahan yang Sulit Terurai. / Circular of Board of Directors Number: SE.U/KL.403/VIII/2/KA-2024 dated August 29, 2024, concerning Restrictions on the Use of Single-Use Plastics and Materials that are Difficult to Decompose has been issued.</li> <li>Penggunaan material ramah lingkungan bagi penumpang, seperti kantong sampah kertas (waste bag) dan alat makan berbahan kayu (wooden cutlery), serta penyediaan fasilitas water station di 23 stasiun sebagai alternatif pengurangan konsumsi air minum dalam kemasan sekali pakai. / Usage of environmentally friendly materials for passengers, such as paper waste bags and wooden cutlery, as well as the provision of water station facilities at 23 stations as an alternative to reducing the consumption of drinking water in single-use packaging.</li> </ul> |
|                                                                                                                                            | Mengembangkan inisiatif pengelolaan kebisingan yang ditimbulkan dari kegiatan operasional. / Developing initiatives for managing noise generated from operational activities.                                                                                                                                                                                                                                                                               | Implementasi sambungan harmonika (Corrugated Below) untuk pengurangan kebisingan di dalam kereta. / Implementation of Corrugated Below for noise reduction in trains.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Ketersediaan kebijakan terkait Hak Asasi Manusia (HAM) / Availability of policies related to Human Rights                                  | Mengadopsi regulasi atau standar internasional seperti Konvensi International Labor Organization (ILO). ILO bertujuan untuk mempromosikan dan melindungi hak-hak pekerja serta memajukan kondisi kerja yang layak di seluruh dunia. / Adopting international regulations or standards such as the International Labor Organization (ILO) Convention. The ILO aims to promote and protect employees' rights and advance decent working conditions worldwide. | Telah terbit Komitmen Direksi PT Kereta Api Indonesia (Persero) Nomor: KL.504/X/5/KA-2024 tanggal 31 Oktober 2024 tentang Penerapan Hak Asasi Manusia. / The Commitment of Board of Directors of PT Kereta Api Indonesia (Persero) Number: KL.504/X/5/KA-2024 dated October 31, 2024, concerning the Implementation of Human Rights has been issued.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Tingkat kepuasan dan retensi pekerja / Level of employee satisfaction and retention                                                        | Tingkat kepuasan pekerja >85%. / Employee satisfaction level >85%.                                                                                                                                                                                                                                                                                                                                                                                          | Tingkat kepuasan pekerja mencapai 4,28 dari skala 5. / The employee satisfaction level reached 4.28 out of 5.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                            | Tingkat turnover pekerja <3%. / Employee turnover rate <3%.                                                                                                                                                                                                                                                                                                                                                                                                 | Tingkat turnover pekerja sebesar 0,80%. / The employee turnover rate was 0.80%.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Ketersediaan pedoman sosial untuk masyarakat lokal / Availability of social guidelines for local communities                               | Menyusun pedoman untuk identifikasi dan mekanisme konsultasi dengan masyarakat lokal. / Preparing guidelines for identification and consultation mechanisms with local communities.                                                                                                                                                                                                                                                                         | Telah terbit Kebijakan Pemangku Kepentingan PT Kereta Api Indonesia (Persero) pada tanggal 23 September 2024. / The Stakeholder Policy of PT Kereta Api Indonesia (Persero) was issued on September 23, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Proporsi lokasi operasional yang tersertifikasi ISO 45001 / Proportion of operational locations certified as ISO:45001                     | Minimal 10% lokasi operasional memperoleh sertifikasi ISO 45001 (Kesehatan dan Keselamatan Kerja/K3). / A minimum of 10% of operational locations obtain ISO 45001 (Occupational Health and Safety/OHS) certification.                                                                                                                                                                                                                                      | Terdapat 3 (tiga) lokasi yang memperoleh sertifikasi ISO 45001. / 3 (three) locations of locations have obtained ISO 45001 certification.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Jumlah fatalitas akibat kecelakaan kerja (pekerja dan kontraktor) / Number of fatalities due to work accidents (employees and contractors) | Jumlah fatalitas akibat kecelakaan kerja tidak melebihi 8 orang per tahun. / The number of fatalities due to work accidents does not exceed 8 people per year.                                                                                                                                                                                                                                                                                              | Tidak terdapat fatalitas akibat kecelakaan kerja. / No fatalities due to work accidents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ketersediaan sistem manajemen keselamatan kontraktor (CSMS) / Availability of contractor safety management system (CSMS)                   | Menyusun dokumen Contractor Safety Management System (CSMS) untuk pengelolaan keselamatan kontraktor yang bekerja di lingkungan PT KAI. / Preparing Contractor Safety Management System (CSMS) documents for managing the safety of contractors working in the PT KAI environment.                                                                                                                                                                          | Peraturan Direksi PT Kereta Api Indonesia (Persero) tentang Pelaksanaan Contractor Safety Management System (CSMS) masih dalam proses pembahasan. / The Regulation of Board of Directors of PT Kereta Api Indonesia (Persero) concerning the Implementation of the Contractor Safety Management System (CSMS) is still under discussion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Uraian /<br>Description                                                                                                | Target /<br>Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Realisasi 2024 /<br>2024 Realization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tingkat penguatan tata kelola keberlanjutan perusahaan / Level of strengthening of corporate sustainability governance | Membangun struktur organisasi Komite ESG yang jelas dan efektif, serta menentukan fungsi dan tanggung jawab setiap anggota untuk menghindari tumpang tindih dan memastikan akuntabilitas. / Building a clear and effective ESG Committee organizational structure, and determining the functions and responsibilities of each member to avoid overlapping and ensure accountability.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Pembentukan Subdivision of Sustainability di bawah Division of Corporate Strategic Planning, Monitoring, and Sustainability yang berada di Direktorat Perencanaan Strategis dan Pengelolaan Sarana (D4) berdasarkan Keputusan Sirkuler Direksi sebagai Pengganti Rapat Direksi PT Kereta Api Indonesia (Persero) Nomor: KL.310/VII/2/RH/KA-2024 tanggal 3 Juli 2024. / Establishment of the Subdivision of Sustainability under the Division of Corporate Strategic Planning, Monitoring, and Sustainability under the Directorate of Strategic Planning and Infrastructure Management (D4) based on the Circular of Board of Directors in Lieu of the Board of Directors Meeting of PT Kereta Api Indonesia (Persero) Number: KL.310/VII/2/RH/KA-2024 dated July 3, 2024. |
|                                                                                                                        | Melakukan Benchmarking terhadap Perusahaan Peers di sektor perkeretaapian yang telah berhasil mengadopsi praktik-praktik ESG. / Conducting Benchmarking against Peers Companies in the railway sector that have successfully adopted ESG practices.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Telah dilaksanakan benchmarking ESG dari tanggal 3 s.d 10 Februari 2024 terhadap Perusahaan Peers SNCF, Deutsche Bahn (DB) dan SYSTRA. / ESG benchmarking has been carried out from February 3 to 10, 2024 against Peers Companies SNCF, Deutsche Bahn (DB), and SYSTRA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                        | Minimum 10% anggota dewan mengikuti pelatihan keberlanjutan. / A minimum of 10% of board members attend sustainability training.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Telah dilaksanakan pelatihan keberlanjutan untuk mendukung pelaksanaan tugas pengawasan Dewan Komisaris dan pengelolaan Perusahaan yang dijalankan oleh Direksi. / Sustainability training has been carried out to support the implementation of the Board of Commissioners' supervisory duties and the Company's management carried out by the Board of Directors.                                                                                                                                                                                                                                                                                                                                                                                                        |
| Ketersediaan sistem pengaduan independen (WBS) / Availability of independent Whistleblowing System (WBS)               | Penerapan website pengaduan Whistleblowing (WBS) yang independen dan tersedia 24/7. / Implementation of an independent Whistleblowing (WBS) website that is available 24/7.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Pelaporan WBS dapat dilakukan melalui website, yaitu wbs.kai.id yang dapat diakses sejak 9 Desember 2024. / WBS reporting can be done through the website, namely wbs.kai.id which can be accessed since December 9, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Jumlah kemitraan eksternal terkait keberlanjutan / Number of external partnerships related to sustainability           | Memperluas kemitraan eksternal, tidak terbatas pada: / Expanding external partnerships, including but not limited to: <ul style="list-style-type: none"><li>Menjadi member United Nation Global Compact (UNGC). / Become a member of the United Nation Global Compact (UNGC).</li><li>Menilai potensi kemitraan dengan organisasi atau lembaga eksternal yang dapat mendukung upaya keberlanjutan serta menetapkan hubungan kerja sama yang berkelanjutan. Salah satunya dengan UNGC, yang berfungsi sebagai platform global untuk mendorong kolaborasi antara sektor bisnis, pemerintah, dan masyarakat sipil dalam rangka mencapai tujuan pembangunan berkelanjutan. / Assess potential partnerships with external organizations or institutions that can support sustainability efforts and establishing ongoing cooperative relationships. One of them is with the UNGC, serving as a global platform to encourage collaboration between the business sector, government, and civil society to achieve sustainable development goals.</li></ul> | Sebagai tindak lanjut dari upaya memperluas kemitraan eksternal, telah diinisiasi beberapa kerja sama di bidang ESG dengan mitra strategis, seperti International Finance Corporation (IFC) dan Badan Riset dan Inovasi Nasional (BRIN), yang diharapkan dapat memperkuat pencapaian tujuan pembangunan berkelanjutan melalui kolaborasi lintas sektor. / As a follow-up to efforts to expand external partnerships, several collaborations in the ESG field have been initiated with strategic partners, such as the International Finance Corporation (IFC) and the National Research and Innovation Agency (BRIN), which are expected to strengthen the achievement of sustainable development goals through cross-sector collaboration.                                |

### Hubungan Dengan Pemangku Kepentingan [OJK E.4] [GRI 2-29]

Keterlibatan pemangku kepentingan merupakan elemen penting dalam memastikan bahwa tujuan dan operasi perusahaan PT Kereta Api Indonesia selaras dengan harapan dan kebutuhan. Melalui keterlibatan yang transparan, inklusif, dan berkelanjutan, KAI berkomitmen untuk membangun hubungan yang kuat dan saling menguntungkan dengan pemangku kepentingan.

### Stakeholder Relations [OJK E.4] [GRI 2-29]

Stakeholder engagement is an essential element in ensuring PT Kereta Api Indonesia's objectives and operations align with expectations and needs. Through transparent, inclusive and sustainable engagement, KAI commits to building strong, mutually beneficial stakeholder relationships.

KAI telah memiliki Kebijakan Pemangku Kepentingan yang telah diunggah di situs resmi Perseroan [https://ppid.kai.id/media/konten/261\\_kebijakan\\_pemangku\\_kepentingan.pdf](https://ppid.kai.id/media/konten/261_kebijakan_pemangku_kepentingan.pdf). Penyusunan Kebijakan Pemangku Kepentingan melibatkan jajaran Direksi dan telah ditandatangani oleh Direktur Utama. Melalui penerapan kebijakan tersebut, KAI dapat meningkatkan partisipasi pemangku kepentingan dalam proses pengambilan keputusan, mengidentifikasi dan mengelola risiko serta peluang, serta meningkatkan reputasi perusahaan di mata publik.

Untuk mengetahui pihak-pihak pemangku kepentingan yang memiliki pengaruh signifikan terhadap operasional KAI, Perseroan melakukan identifikasi para pemangku kepentingan melalui mekanisme *Focus Group Discussion* (FGD). Kegiatan FGD tersebut melibatkan para penanggung jawab penyusunan Laporan Keberlanjutan pada masing-masing divisi. Berikut identifikasi pemangku kepentingan, topik pembahasan, metode pendekatan, hingga frekuensi pelibatan pemangku kepentingan KAI:

KAI has a Stakeholder Policy uploaded on the official Company website [https://ppid.kai.id/media/konten/261\\_kebijakan\\_pemangku\\_kepentingan.pdf](https://ppid.kai.id/media/konten/261_kebijakan_pemangku_kepentingan.pdf). The Stakeholder Policy development involved the Board of Directors and was signed by the President Director. Through this policy implementation, KAI can enhance stakeholder participation in decision-making, identify and manage risks/opportunities, and improve corporate reputation.

To identify parties significantly influencing KAI's operations, the Company conducts stakeholder identification through Focus Group Discussion (FGD) mechanisms. These FGDs involve sustainability report preparation teams from each division. Identification of stakeholders, discussion topics, engagement methods, and engagement frequency is as follows:

| Pemangku Kepentingan / Stakeholders | Topik Pembahasan / Material Topic                                                                                                                                                                                                                                                                                                            | Metode Pendekatan / Engagement Method                                                                                     | Frekuensi / Frequency                               |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Pekerja / Employees                 | Ketenagakerjaan/kesejahteraan / Employment/welfare                                                                                                                                                                                                                                                                                           | Pertemuan berkala / Regular meeting                                                                                       | Minimal 1(satu) tahun sekali / At least once a year |
| Pemegang Saham / Shareholders       | Kinerja keuangan dan kinerja non-keuangan KAI / KA's financial and non-financial performance                                                                                                                                                                                                                                                 | Rapat Umum Pemegang Saham / General Meeting of Shareholders                                                               | Minimal 1(satu) tahun sekali / At least once a year |
|                                     |                                                                                                                                                                                                                                                                                                                                              | Memberikan rapat hasil audit TJSL / Providing the meeting results of the CSR audit                                        | 1(satu) tahun sekali / Once a year                  |
|                                     |                                                                                                                                                                                                                                                                                                                                              | Memberikan rapat penyusunan program dan anggaran TJSL / Providing CSR program and budget preparation meetings             | 1(satu) tahun sekali / Once a year                  |
| Penumpang / Passengers              | Survei Kepuasan Penumpang / Passenger Satisfaction Survey                                                                                                                                                                                                                                                                                    | Gathering dan FGD / Gathering and FGD                                                                                     | Minimal 1(satu) tahun sekali / At least once a year |
| Investor Obligasi / Bond Investor   | Investors Site Visit                                                                                                                                                                                                                                                                                                                         | Presentasi dan kunjungan Kerja / Presentation and work visits                                                             | Minimal 1(satu) tahun sekali / At least once a year |
| Pemasok / Supplier                  | Komunikasi 2 (dua) arah dalam rangka penyampaian strategi dan kebijakan termasuk proses pengadaan barang dan jasa, hubungan komersial maupun evaluasi kinerja. / 2 (two) way communication in order to deliver strategies and policies including procurement process of goods and services, commercial relations and performance evaluation. | Rekonsiliasi kebutuhan, Sosialisasi aturan baru (Jika ada) / Reconciliation of needs, Dissemination of new rules (if any) | Sesuai kebutuhan / As needed                        |



| Pemangku Kepentingan / Stakeholders                    | Topik Pembahasan / Material Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Metode Pendekatan / Engagement Method                           | Frekuensi / Frequency                                                           |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------|
| Pelanggan Angkutan Barang / Cargo Forwarding Customers | Upaya menjaga relasi antara KAI dengan pelanggan potensial serta masukan positif dari mitra usaha demi peningkatan kinerja. / Efforts to maintain relations between KAI and potential customers and positive input from business partners for performance improvement.                                                                                                                                                                                                                                                                                             | Gathering                                                       | Minimal 1 (satu) tahun sekali per komoditi / At least once a year per commodity |
|                                                        | Pemantauan bersama mitra usaha terhadap progres realisasi pelaksanaan angkutan serta komunikasi terkait kendala pelaksanaan kegiatan di lapangan guna menentukan solusi atas kendala yang terjadi. / Joint monitoring of business partners on the progress of realization of transportation implementation and communication related to obstacles in the implementation of activities in the field to determine solutions to obstacles that occur.                                                                                                                 | Task Force                                                      | Minimal 2 (dua) bulan sekali per komoditi / At least twice a year per commodity |
|                                                        | Kunjungan ke mitra angkutan barang guna memberikan kesempatan untuk interaksi di antara para pihak untuk mencapai resolusi atau penyelesaian atas kendala yang terjadi seperti adanya keterlambatan pembayaran angkutan, turunnya volume angkutan dan berbagai kendala yang mungkin terjadi / Visits to freight transportation partners to provide opportunities for interaction between parties to reach a resolution of obstacles that occur such as delays in transportation payments, decreased volume of transportation and various obstacles that may occur. | Customers Site Visit                                            | Minimal 1 (satu) bulan sekali per mitra / At least once a year per partner      |
| Media / Media                                          | Sebagai sarana untuk menjalin silaturahmi guna membina hubungan baik antara manajemen KAI dengan media sebagai sarana untuk menyampaikan kebijakan-kebijakan perusahaan kepada media. / As a means to foster good relations between KAI management and the media as a means to convey company policies to the media.                                                                                                                                                                                                                                               | Penyelenggaraan Anugerah Jurnalistik KAI / KAI Journalism Award | 1 tahun sekali / Once a year                                                    |
|                                                        | Media berperan sangat penting dalam membentuk image Perseroan ataupun mensosialisasikan kebijakan Perseroan kepada masyarakat. Sehingga diperlukan wadah untuk menjalin silaturahmi dan harmonisasi yang baik antara Manajemen KAI dengan Media melalui kegiatan Media Gathering. / The media plays a very important role in shaping the Company's image or disseminating the Company's policies to the public. Therefore, a forum is needed to establish good friendship and harmony between KAI Management and the Media through Media Gathering activities.     | Media Gathering                                                 | 1 tahun sekali / Once a year                                                    |
|                                                        | Sebagai ajang silaturahmi bagi Board of Director (BOD) KAI dengan Kantor Redaksi Media terseleksi, yang bertujuan untuk menjalin hubungan baik antara KAI dengan media / As a means to maintain good relations for the KAI Board of Directors (BOD) with selected Media Editorial Offices, which aims to establish good relations between KAI and the media.                                                                                                                                                                                                       | Media Visit                                                     | 2 bulan sekali / Twice a month                                                  |

| Pemangku Kepentingan / Stakeholders                             | Topik Pembahasan / Material Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Metode Pendekatan / Engagement Method                                                                                                   | Frekuensi / Frequency                                                  |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Railfans (Komunitas Pecinta Kereta Api) / Railway Fan Community | Edukasi dan tukar pikiran antara manajemen KAI dengan para railfans, pembinaan berkala, penyampaian informasi terkait perkeretaapian kepada komunitas railfans se-Jawa Sumatera dengan pelaksanaan melalui media virtual Zoom. / Education and exchange of ideas between KAI management and railfans, periodic coaching, delivery of information related to railways to the railfans community throughout Java and Sumatra with implementation through virtual media Zoom.                                         | Bincang Santai Railfans (diskusi/talk show via zoom) / Railfans Casual Talk (discussion/talk show via zoom)                             | 1 bulan sekali / Once a month                                          |
|                                                                 | Silaturahmi serta penyampaian pembinaan dan pembekalan langsung kepada komunitas Railfans (dilaksanakan sebelum masa posko Angkutan Lebaran 2022). / Friendship and delivery of direct coaching and provision to the Railfans community (carried out before the 2022 Eid Transportation post period).                                                                                                                                                                                                              | Gathering Railfans                                                                                                                      | 1 tahun sekali / Once a year                                           |
|                                                                 | Silaturahmi Direksi KAI dengan komunitas Railfans se-Jawa Sumatra, bertujuan untuk memperkenalkan dan menjalin hubungan baik. / The relations between the KAI Board of Directors and the Railfans community throughout Java and Sumatra aims to introduce and establish good relations.                                                                                                                                                                                                                            | Silaturahmi BOD KAI dengan Railfans / Gathering for the BOD of KAI and Railfans                                                         | 1 tahun sekali / Once a year                                           |
|                                                                 | Pengelolaan Whatsapp Group yang beranggotakan Humas Kantor Pusat dan perwakilan Railfans yang sudah terdaftar di Humas Daop Divre. Whatsapp Group diisi dengan pembinaan, penyebaran informasi kebijakan perusahaan dan diskusi mengenai KAI. / Management of WhatsApp Group consisting of Head Office Public Relations and Railfans representatives who have registered with Humas Daop Divre. The WhatsApp Group is filled with coaching, dissemination of company policy information and discussions about KAI. | Sosialisasi dan Komunikasi dengan Railfans se-Jawa Sumatera / Dissemination and Communication with Railfans throughout Java and Sumatra | Rutin setiap hari selama satu tahun / Regularly every day for one year |

## Permasalahan Terhadap Penerapan Keuangan Berkelanjutan [OJK E.5]

Selama menjalankan kinerja keberlanjutan KAI dihadapkan dengan berbagai tantangan, sehingga KAI menerapkan upaya-upaya solutif. Berikut adalah sejumlah tantangan yang dihadapi oleh KAI sepanjang tahun 2024:

### 1. Penggunaan Bahan Bakar Minyak (BBM) dalam Jumlah Signifikan Berimplikasi Negatif bagi Ekonomi, Lingkungan, dan Sosial

KAI menyadari bahwa BBM berasal dari sumber daya alam tak terbarukan yang memiliki keterbatasan pasokan. Hal ini dapat menyebabkan terjadinya ketidakseimbangan *supply* dan *demand* BBM di tingkat global maupun nasional, yang pada akhirnya dapat menyebabkan kenaikan harga tiket kereta api. Selain berdampak pada kenaikan harga tiket, konsumsi BBM dapat menyebabkan penurunan kualitas lingkungan.

## Issues in the Implementing Sustainable Finance [OJK E.5]

In executing its sustainability performance, PT KAI has encountered several challenges and implemented corresponding solutions. The following outlines key challenges faced throughout 2024 along with the Company's mitigation strategies:

### 1. Use of Fuel Oil (BBM) in Significant Amounts Has Negative Implications for the Economy, Environment, and Society

PT KAI is aware that fossil fuels (BBM) are derived from non-renewable natural resources with limited supply availability. This situation can create imbalances between fuel supply and demand at both global and national levels, ultimately potentially leading to increases in train ticket prices. In addition to impacting ticket prices, fossil fuel consumption can also contribute to environmental quality degradation.

Untuk menjaga pasokan bahan bakar stabil dan terjamin demi menjaga kenyamanan perjalanan pelanggan, untuk mengoperasikan armada kereta api, KAI menggunakan bahan bakar biodiesel B35 yang terdiri dari minyak solar dan biodiesel (sumber nabati) dengan perbandingan 65:35. Upaya ini dapat menekan dampak buruk terhadap lingkungan karena lebih ramah lingkungan dan ketersediaannya lebih terjamin dibandingkan dengan penggunaan BBM. KAI juga melakukan inisiatif berkelanjutan lainnya, yaitu mengonversikan penggunaan BBM dengan bahan bakar LNG sebagai bahan bakar pembangkit kereta api.

To maintain a stable and guaranteed fuel supply while ensuring passenger travel comfort, PT KAI utilizes B35 biodiesel fuel for its train fleet operations, consisting of a 65:35 blend of diesel and plant-based biodiesel. This initiative helps mitigate negative environmental impacts as it is more environmentally friendly and has more reliable availability compared to conventional fossil fuel usage. Furthermore, KAI is implementing additional sustainable initiatives by converting fossil fuels to Liquefied Natural Gas (LNG) as fuel for train power plants.

## 2. Perubahan Iklim yang Ekstrem

Perubahan iklim berdampak signifikan terhadap kinerja operasional KAI, seperti banjir dan tanah longsor yang dapat menyebabkan gangguan jaringan rel kereta api. Peningkatan suhu yang ekstrem dapat menyebabkan rel melengkung dan memuai, sementara cuaca ekstrem seperti banjir dan longsor dapat merusak jalur rel dan mengganggu operasional kereta api. Untuk mengatasi perubahan iklim, KAI menjalankan program dekarbonisasi, yang berfokus pada transisi ke penggunaan sumber Energi Baru Terbarukan (EBT) yang bebas emisi karbon dalam kegiatan operasional sehingga tidak menghasilkan karbon sama sekali pada proses pembakarannya. KAI telah mengimplementasikan Pembangkit Listrik Tenaga Surya (PLTS) atau Solar Panel pada Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III. PLTS tersebut dioperasikan melalui sistem *Solar Panel on Grid* yang menggabungkan suplai listrik dari jaringan listrik PLN dan jaringan listrik *Solar Panel* untuk memenuhi kebutuhan listrik di area operasional.

## 2. Extreme Climate Change

Climate change significantly impacts KAI's operational performance, such as floods and landslides that can disrupt railway networks. Extreme temperature increases can cause rails to bend and expand, while extreme weather such as floods and landslides can damage rail lines and disrupt train operations. To address climate change, KAI implements a decarbonization program, focusing on transitioning to Renewable Energy (RE) sources, which is free of carbon emissions in operational activities, ensuring zero carbon emissions during combustion. KAI has deployed Solar Power Plants (PLTS) or Solar Panels at Gambir Station, Jakarta Railway Center, 53 KAI stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Operational Area 2 Office, and Regional Division III Office. These solar power systems operate through an On-Grid Solar Panel system, which integrates electricity supply from PLN's grid and solar panels to meet the power demands of operational areas.

## 3. Tingginya Potensi Terjadinya Risiko Kecelakaan

Aktivitas bisnis KAI di bidang perkeretaapian dihadapkan dengan risiko kecelakaan tinggi karena kereta bergerak dengan kecepatan tinggi dan membutuhkan jarak pengereman yang panjang. Risiko-risiko yang berpotensi terjadi dapat disebabkan oleh faktor internal maupun eksternal, antara lain *human error*, kondisi alam yang sulit diprediksi, keandalan sarana dan prasarana, serta oknum eksternal yang membahayakan sehingga mengganggu jalannya kereta membahayakan, mulai dari pelemparan batu, menyusun batu di rel, hingga tindakan vandalisme lainnya.

## 3. High Potential for Accident Risk

KAI's railway business activities face high risks of accidents due to trains operating at high speeds and requiring long braking distances. Potential risks can arise from both internal and external factors, including human error, unpredictable natural conditions, the reliability of infrastructure and rolling stock, as well as external parties endangering operations through acts such as stone-throwing, placing objects on tracks, and other vandalism.

Sebagai bentuk tindakan preventif untuk meminimalisasi risiko-risiko yang berpotensi terjadi, KAI telah menyusun prosedur pemeriksaan rutin yang wajib dilakukan dalam jangka waktu tertentu untuk mengecek kelaikan prasarana dan sarana. Pemeriksaan rutin dilakukan dengan berjalan kaki mengecek jalur secara detail. KAI juga melakukan *bordes-ride/lok-ride* secara rutin guna memastikan kesiapan dan keandalan sarana dan prasarana untuk menjaga keselamatan perjalanan kereta api.

Dari sisi internal, KAI memperkuat kapabilitas SDM melalui pelaksanaan kompetensi dan disiplin pekerja, mulai dari penyelenggaraan Pendidikan dan Pelatihan (Diklat), Pendidikan Lapangan (Diklap), *Workshop/Forum Group Discussion* (FGD), hingga melakukan sertifikasi SDM Perkeretaapian oleh lembaga yang berwenang. Upaya mitigasi juga dilakukan KAI dengan menghadirkan aplikasi *Safety Railway Information* (SRI). Aplikasi ini memfasilitasi seluruh pekerja untuk dapat melaporkan potensi bahaya terkait keselamatan operasional kereta api, keselamatan kesehatan kerja, dan lingkungan. Melalui aplikasi ini, potensi bahaya dapat dilaporkan oleh pekerja secara cepat, selanjutnya laporan tersebut akan ditindaklanjuti oleh KAI untuk dilakukan pengecekan dan pencegahan kecelakaan.

Dari sisi eksternal, upaya meminimalisasi risiko dengan melakukan edukasi dan sosialisasi keselamatan kepada masyarakat, memetakan daerah-daerah yang rawan bencana alam dan rawan kejadian upaya mencelakakan perjalanan kereta api, serta berkoordinasi dan berkolaborasi dengan *stakeholder* terkait untuk memperketat pengawasan khususnya di area-area yang rawan terjadi pelanggaran.

As a preventive measure to minimize potential risks, KAI has established mandatory periodic inspection procedures to check the operational fitness of infrastructure and rolling stock. These routine inspections involve detailed on-foot track examinations. KAI also conducts regular *bordes-ride/lok-ride* to verify the readiness and reliability of equipment and infrastructure to ensure railway safety.

On the internal aspect, KAI strengthens human resource capabilities through employee competency and discipline programs, including Education and Training (Diklat), Field Training (Diklap), Workshops/Forum Group Discussions (FGD), Certification by authorized railway institutions. KAI also implements mitigation efforts through the Safety Railway Information (SRI) application. This platform enables all employees to report potential hazards related to railway operational safety, occupational health and safety, and environmental concerns. Through this app, workers can quickly report risks, which KAI then follows up with inspections and preventive measures.

On the external aspect, KAI minimizes risks by conducting public safety education and awareness campaigns, mapping areas prone to natural disasters and railway sabotage attempts, and coordinating and collaborating with relevant stakeholders to strengthen surveillance, particularly in high-risk violation areas.

#### 4. Perkembangan Industri yang Semakin Masif dan Kompetitif Mendorong Terciptanya Berbagai Inovasi

KAI berkomitmen untuk dapat menjawab kebutuhan mobilitas masyarakat yang cepat dan efektif melalui berbagai inovasi dan peningkatan layanan. KAI terus melakukan inovasi agar dapat meningkatkan daya saingnya, sehingga KAI dapat menjaga keberlanjutan usaha dan berkontribusi terhadap negara.

#### 4. The Increasingly Massive and Competitive Industry Drives the Creation of Various Innovations

KAI is committed to addressing the need for fast and effective public mobility through various service innovations and improvements. KAI continuously innovates to enhance its competitiveness, ensuring business sustainability and contributing to the nation.

Berbagai inovasi telah dijalankan KAI di sepanjang tahun 2024 yang berfokus pada peningkatan layanan, keselamatan, dan efisiensi. Beberapa inovasi utama meliputi pengembangan teknologi seperti *Track-Mod* dan *Smart Rail*, serta penambahan layanan kereta premium seperti *Sleeper*, *Compartment Suite*, dan *Kereta Panoramic*. Selain itu, KAI juga fokus pada peningkatan keselamatan dan efisiensi operasional melalui berbagai inovasi di bidang infrastruktur dan layanan.

Selain itu, KAI terus beradaptasi melalui pengembangan inovasi digital. KAI menjalin sinergi dengan mitra perbankan untuk mendukung transaksi non-tunai (*cashless*), guna memberikan kemudahan layanan bertransaksi kepada pelanggan KAI Group. Inisiatif ini mencakup penerapan pembayaran *contactless* dengan menggunakan QRIS dan EDC di seluruh stasiun, serta layanan pengisian saldo Kartu Multi Trip (KMT). KAI berkomitmen untuk senantiasa adaptif dan solutif demi pertumbuhan yang tangguh, dengan berfokus pada inovasi berkelanjutan.

Throughout 2024, KAI has implemented numerous innovations focused on service enhancement, safety, and efficiency. Key innovations include technological developments such as *Track-Mod* and *Smart Rail*, as well as the introduction of premium train services like *Sleeper*, *Compartment Suite*, and *Panoramic Trains*. Additionally, KAI prioritizes operational safety and efficiency through infrastructure and service innovations.

In addition, KAI continuously being adaptive through the digital innovation development. KAI synergizes with banking partners to support cashless transactions, providing easy transaction services to KAI Group customers. This initiative includes the implementation of contactless payments using QRIS and EDC at all stations, as well as Multi Trip Card (KMT) balance top-up services. KAI is dedicated to staying adaptive and solution-driven for resilient growth by focusing on sustainable innovation.

**Kebijakan Internal Penerapan Faktor-Faktor ESG KAI**

KAI telah memiliki dan menerapkan sejumlah kebijakan internal yang mengatur penerapan faktor-faktor *Environment, Social, and Governance* (ESG) pada lingkungan Perseroan, dengan perincian yang dapat dilihat pada tabel berikut:

**Internal Policy for Implementing KAI ESG Factors**

KAI has had and implemented a number of internal policies that regulate the implementation of *Environmental, Social, and Governance* (ESG) factors in the Company's environment, with details that can be seen in the following table:

**Kebijakan Internal Penerapan Faktor-Faktor ESG KAI**

| Ketentuan Perundang-Undangan /<br>Laws and Regulations                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Amdal/Izin Lingkungan / Environmental Impact Analysis/Environmental Permit</b>                                                                                                                                    |
| 1. Undang-Undang Nomor 32 Tahun 2009 Tentang Perlindungan dan Pengelolaan Lingkungan Hidup / Law No. 32 of 2009 on Environmental Protection and Management                                                           |
| 2. Peraturan Pemerintah No.27 Tahun 2012 Tentang Izin Lingkungan / Government Regulation No. 27 of 2012 on Environmental Permits                                                                                     |
| 1. Peraturan Menteri LH Nomor 13 Tahun 2010 Tentang UKL-UPL dan SPPL / Regulation of the Minister of Environment No. 13 of 2010 on UKL-UPL and SPPL                                                                  |
| 2. Peraturan Menteri LH No.16 Tahun 2012 Tentang Pedoman Penyusunan Dokumen Lingkungan Hidup / Regulation of the Minister of Environment No. 16 of 2012 on Guidelines for the Preparation of Environmental Documents |

**Internal Policy for Implementing KAI ESG Factors**

| Implementasi Dalam Ketentuan Perusahaan /<br>Implementation within the Company's Provisions                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Amdal/Izin Lingkungan / Environmental Impact Analysis/Environmental Permit</b>                                                                                                                                                                                                                                          |
| Peraturan Direksi Nomor PER.U/KL.104/X/2/KA-2018 tentang Pedoman Penyusunan Dokumen Lingkungan Hidup Izin Lingkungan / Board of Directors Regulation No. PER.U/KL.104/X/2/KA-2018 on Guidelines for the Preparation of Environmental Documents for Environmental Permits                                                   |
| 1. Peraturan Direksi Nomor PER.U/KL.104/X/2/KA-2018 tentang Pedoman Penyusunan Dokumen Lingkungan Hidup dan Izin Lingkungan / Board of Directors Regulation No. PER.U/KL.104/X/2/KA-2018 on Guidelines for the Preparation of Environmental Documents and Environmental Permits                                            |
| 2. Instruksi Direksi Nomor 6/PR.904/KA-2011 tentang Pembuatan Dokumen Pengelolaan Lingkungan Hidup (DPLH) atau Dokumen Evaluasi Lingkungan Hidup (DELH) / Board of Directors Instruction No. 6/PR.904/KA-2011 on the Preparation of Environmental Management Documents (DPLH) or Environmental Evaluation Documents (DELH) |



| Ketentuan Perundang-Undangan /<br>Laws and Regulations                                                                                                                                                                                                                                                                                                                                                                                             | Implementasi Dalam Ketentuan Perusahaan /<br>Implementation within the Company's Provisions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Limbah / Waste</b>                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Peraturan Pemerintah Nomor 101 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun (B3) / Government Regulation No. 101 on Management of Hazardous and Toxic Waste (B3)                                                                                                                                                                                                                                                                         | Keputusan Direksi Nomor KEP.U/KS.101/IV/1/KA-2017 tentang Pengelolaan Limbah di Daerah Operasi, Divisi Regional, Balai Yasa, Gudang Persediaan dan Anak Perusahaan / Board of Directors Decree No. KEP.U/KS.101/IV/1/KA-2017 on Waste Management in Operational Areas, Regional Divisions, Plants, Inventory Warehouses and Subsidiaries                                                                                                                                                                                                                                                   |
| Peraturan Pemerintah No. 82 Tahun 2001 Tentang Pengelolaan Kualitas Air dan Pengendalian Pencemaran Air / Government Regulation No. 82 of 2001 on Management of Water Quality and Control of Water Pollution                                                                                                                                                                                                                                       | Instruksi No. 2/KM.203/KA-2017 tentang Pengelolaan Pekerjaan Instalasi Pengolahan Air Limbah (IPAL) / Instruction No. 2/KM.203/KA-2017 on Management of Wastewater Treatment Plant (IPAL) Work<br>Keputusan Direksi No. KEP.U/PL/402/VII/2/KA-2012 tentang Petunjuk Pelaksanaan Tata Cara Penghapusan dan Penjualan Barang Limbah di Lingkungan PT Kereta Api Indonesia (Persero) / Board of Directors Decree No. KEP.U/PL/402/VII/2/KA-2012 on Implementation Instructions for Procedures for Elimination and Sale of Waste Goods in the Environment of PT Kereta Api Indonesia (Persero) |
| <b>Emisi / Emission</b>                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Peraturan Presiden Nomor 98 Tahun 2021 tentang Penyelenggaraan Nilai Ekonomi Karbon Untuk Pencapaian Target Kontribusi yang Ditetapkan Secara Nasional dan Pengendalian Emisi Gas Rumah Kaca Dalam Pembangunan Nasional / Presidential Regulation No. 98 of 2021 on the Implementation of Carbon Economic Values for the Achievement of Nationally Determined Contribution Targets and Control of Greenhouse Gas Emissions in National Development | Roadmap ESG KAI / KAI ESG Roadmap                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Kebijakan Keberlanjutan Nomor KL.504/IX/13/KA-2024 tanggal 29 September 2024 / Sustainability Policy Number KL.504/IX/13/KA-2024 dated September 29, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Tata Kelola / Governance</b>                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Peraturan Menteri BUMN Nomor 2/MBU/03/2023 tentang Pedoman Tata Kelola Kegiatan Korporasi Signifikan / Regulation of the Minister of State-Owned Enterprises No. 2/MBU/03/2023 on Guidelines for Governance of Significant Corporate Activities                                                                                                                                                                                                    | Peraturan Direksi Nomor PER.KL/KL.104/VIII//1/KA-2022 tentang Pedoman Tata Kelola Data (Data Governance) / Board of Directors Regulation No. PER.KL/KL.104/VIII//1/KA-2022 on Guidelines for Data Governance<br>Peraturan Direksi Nomor PER.U/KC.202/XII/1/KA-2020 tentang Pedoman Tata Kelola Perusahaan yang Baik (Good Corporate Governance) / Board of Directors Regulation No. PER.U/KC.202/XII/1/KA-2020 on Guidelines for Good Corporate Governance                                                                                                                                 |
| <b>Sosial / Social</b>                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Peraturan Menteri BUMN Nomor 1/MBU/3/2023 Tentang Penugasan Khusus dan Tanggung Jawab Sosial dan Bina Lingkungan / Regulation of the Minister of State-Owned Enterprises No. 1/MBU/3/2023 on Special Assignments and Social Responsibilities and Environmental Development                                                                                                                                                                         | Peraturan Direksi Nomor PER.U/KP.502/XII/1/KA-2022 tentang Tanggung Jawab Sosial dan Lingkungan / Board of Directors Regulation No. PER.U/KP.502/XII/1/KA-2022 on Social and Environmental Responsibility                                                                                                                                                                                                                                                                                                                                                                                  |

# Kinerja Ekonomi

## Economic Performance



Kinerja keuangan KAI pada tahun 2024 menunjukkan pertumbuhan positif. KAI mampu membukukan kenaikan pendapatan 29,40% menjadi Rp36,108 triliun dibandingkan dengan periode yang sama tahun lalu sebesar Rp35,107 triliun. Peningkatan tersebut didominasi oleh pendapatan tersebut didominasi oleh pendapatan angkutan dan usaha lainnya sebesar Rp35,93 triliun. Sepanjang 2024 KAI melaporkan telah melayani sebanyak 453.343.189 penumpang.

KAI's financial performance in 2024 demonstrated positive growth. The Company's revenue increased by 29.40% to Rp36.108 trillion compared to Rp35.107 trillion in the same period the previous year. This growth was primarily driven by transportation and other business revenues, which amounted to Rp35.93 trillion. Throughout 2024, KAI reported serving approximately 453,343,189 passengers.

### Perbandingan Target dan Kinerja [OJK F.2] Angkutan Penumpang dan Angkutan Barang

Pada tahun 2024, volume angkutan penumpang KAI melampaui target sebesar 3% dengan realisasi mencapai 453.343.189 orang, sehingga pendapatan angkutan penumpang juga berhasil melampaui target sebesar 9,2% dengan realisasi mencapai Rp11,92 triliun, sebagaimana dijelaskan pada tabel berikut ini.

### Comparison of Target and Performance [OJK F.2] Passenger and Freight Transportation

In 2024, KAI's passenger transportation volume exceeded the target by 3% with a realization reaching 453,343,189 people, so that passenger transportation revenue also managed to exceed the target by 9.2% with a realization reaching Rp11.92 trillion, as explained in the following table.

#### Angkutan Penumpang dan Angkutan Barang

#### Passenger and Freight Transportation

| Tahun<br>/ Year | Perbandingan Target dan Realisasi Angkutan Penumpang / Comparison of Target and Realization of Passenger Transport |                                          |                                                                                         | Perbandingan Target dan Realisasi Pendapatan Angkutan Penumpang / Comparison of Target and Realization of Passenger Transport Revenue |                                                 |                                                                                         |
|-----------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------|
|                 | Target (Orang) / Target (People)                                                                                   | Realisasi (Orang) / Realization (People) | Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%) | Target (Rp ribu) / Target (Rp thousand)                                                                                               | Realisasi (Rp ribu) / Realization (Rp thousand) | Persentase Realisasi terhadap Target (%) / Percentage of Realization against Target (%) |
| 2024            | 440.119.526                                                                                                        | 453.343.189                              | 103,0                                                                                   | 10.912.821.647                                                                                                                        | 11.918.953.987                                  | 109,2                                                                                   |
| 2023            | 382.089.477                                                                                                        | 388.776.604                              | 101,75                                                                                  | 9.447.928.488                                                                                                                         | 9.941.825.625                                   | 105,23                                                                                  |
| 2022            | 274.437.174                                                                                                        | 284.448.804                              | 103,65                                                                                  | 4.887.198.501                                                                                                                         | 6.964.495.288                                   | 142,50                                                                                  |

Sementara volume angkutan barang memenuhi target dengan realisasi 69.201.670 ton dengan ketercapaian 101,29%. Sementara pendapatan angkutan barang terealisasi Rp12,71 triliun atau 98,68% dari target.

The volume of freight transportation met the target with a realization of 69,201,670 tons with an achievement of 101.29%. Meanwhile, freight transportation revenue was realized at Rp12.71 trillion or 98.68% of the target.

Kinerja Ekonomi  
Economic Performance

## Perbandingan Target dan Realisasi Angkutan Barang

Comparison of Targets and Realization of Freight  
Transportation

| Tahun /<br>Year | Perbandingan Target dan Realisasi Angkutan Barang<br>/ Comparison of Target and Realization of Freight<br>Transport |                                         |                                                                                                        | Perbandingan Target dan Realisasi Pendapatan<br>Angkutan Barang / Comparison of Target and Realization<br>of Freight Transport Revenue |                                                          |                                                                                                        |
|-----------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
|                 | Target (Ton) /<br>Target (Tons)                                                                                     | Realisasi (Ton) /<br>Realization (Tons) | Persentase<br>Realisasi<br>terhadap Target<br>(%) / Percentage<br>of Realization<br>against Target (%) | Target (Rp Ribu)<br>/ Target (Rp<br>thousand)                                                                                          | Realisasi<br>(Rp Ribu) /<br>Realization (Rp<br>thousand) | Persentase<br>Realisasi<br>terhadap Target<br>(%) / Percentage<br>of Realization<br>against Target (%) |
| <b>2024</b>     | <b>68.319.148</b>                                                                                                   | <b>69.201.670</b>                       | <b>101,29</b>                                                                                          | <b>13.005.745.344</b>                                                                                                                  | <b>12.800.771.997</b>                                    | <b>98,40</b>                                                                                           |
| 2023            | 63.061.603                                                                                                          | 63.694.966                              | 101,00                                                                                                 | 12.059.567.614                                                                                                                         | 11.646.062.370                                           | 96,67                                                                                                  |
| 2022            | 57.370.413                                                                                                          | 58.006.880                              | 101,11                                                                                                 | 8.716.752.845                                                                                                                          | 9.833.032.266                                            | 112,81                                                                                                 |

Realisasi pendapatan dari komersialisasi aset pada tahun 2024 mencapai 102,41% dari target dengan luas dikomersialkan mencapai 14.165.025,19 m<sup>2</sup>.

Revenue realization from asset commercialization in 2024 reached 102,41% of the target, with an area of 14,165,025.19 m<sup>2</sup> being commercialized.

**Perbandingan Target dan Realisasi Komersialisasi Aset**

**Comparison of Asset Commercialization Targets and Realization**

| Tahun /<br>Year | Realisasi Komersialisasi<br>aset (m <sup>2</sup> ) / Realization of<br>Asset Commercialization<br>(In m <sup>2</sup> ) | Perbandingan Target dan Realisasi Pendapatan Komersialisasi Aset (Dalam / Comparison of<br>Target and Realization of Asset Commercialization Revenue (In Thousands of Rupiah) |                                                    |                                                                                                  |
|-----------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------|
|                 |                                                                                                                        | Target (Rp Ribu) /<br>Target (Rp thousand)                                                                                                                                    | Realisasi (Rp Ribu) /<br>Realization (Rp thousand) | Persentase Realisasi<br>terhadap Target (%) /<br>Percentage of Realization<br>against Target (%) |
| 2024            | 14.165.025,19                                                                                                          | 1.457.222.518.259                                                                                                                                                             | 1.492.372.853.239                                  | 102,41                                                                                           |
| 2023            | 7.438.573,80                                                                                                           | 1.457.222.518.259                                                                                                                                                             | 1.282.089.615.915                                  | 86,98                                                                                            |
| 2022            | 7.768.939,11                                                                                                           | 936.287.984.000                                                                                                                                                               | 938.238.631.733                                    | 100,21                                                                                           |

Pada tahun 2024, KAI membukukan laba tahun berjalan sebesar Rp2,22 triliun atau mencapai 182,81% dari target sebesar Rp1,22 triliun.

In 2024, KAI recorded income for year of Rp2.22 trillion or reaching 182.81% of the target of Rp1.22 trillion.

**Perbandingan Target dan Realisasi Laba (Rugi) Tahun Berjalan**

**Comparison of Target and Realization of Income (Loss) for the Year**

| Tahun /<br>Year | Perbandingan Target dan Realisasi Laba (Rugi) Tahun Berjalan /<br>Comparison of Target and Realization of Income (Loss) for the Year |                                                    |                                                                                               |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                 | Target (Rp Ribu) /<br>Target (Rp thousand)                                                                                           | Realisasi (Rp Ribu) /<br>Realization (Rp thousand) | Persentase Realisasi terhadap<br>Target (%) / Percentage of<br>Realization against Target (%) |
| 2024            | 1.215.817.390                                                                                                                        | 2.222.582.760                                      | 182,81                                                                                        |
| 2023            | 1.735.899.562                                                                                                                        | 1.871.548.137                                      | 107,81                                                                                        |
| 2022            | 103.739.264                                                                                                                          | 1.685.989.220                                      | 1.625                                                                                         |

**Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi pada Instrumen Keuangan atau Proyek yang Sejalan dengan Keuangan Berkelanjutan [OJK F.3]**

**Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects that are in Line with Sustainable Finance [OJK F.3]**

Dalam rangka menghadirkan dukungan signifikan terhadap upaya pelestarian lingkungan dalam jangka panjang, KAI berkomitmen untuk melaksanakan investasi pengembangan berkelanjutan. KAI berupaya menggunakan kereta api ramah lingkungan melalui penggunaan bahan bakar B35 dan pemanfaatan panel surya untuk menghasilkan tenaga listrik guna mengurangi emisi gas rumah kaca (GRK). Pengungkapan perbandingan target dan realisasi investasi pengembangan berkelanjutan KAI untuk tahun 2024 adalah sebagai berikut:

To provide significant support for long-term environmental conservation efforts, KAI is committed to implementing sustainable development investments. KAI strives to use environmentally friendly trains through the use of B35 fuel and the use of solar panels to generate electricity to reduce greenhouse gas (GHG) emissions. The disclosure of the comparison of KAI's sustainable development investment targets and realizations for 2024 is as follows:

## Perbandingan Target dan Realisasi Investasi Pengembangan

## Comparison of Targets and Realization of Development Investment

| Tahun /<br>Year | Perbandingan Target dan Realisasi Investasi Pengembangan /<br>Comparison of Targets and Realization of Development Investment |                                                    |                                                                                               |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                 | Target (Rp Ribu) /<br>Target (Rp thousand)                                                                                    | Realisasi (Rp Ribu) /<br>Realization (Rp thousand) | Persentase Realisasi terhadap<br>Target (%) / Percentage of<br>Realization against Target (%) |
| 2024            | 1.821                                                                                                                         | 927                                                | 50,9                                                                                          |
| 2023            | 2.181                                                                                                                         | 1.160                                              | 53,19                                                                                         |
| 2022            | 2.015                                                                                                                         | 547                                                | 27,15                                                                                         |

**Implikasi Finansial, Risiko, serta Peluang Akibat Perubahan Iklim [GRI 3-3, 201-2]**

Perubahan iklim yang ditandai dengan anomali cuaca seperti perubahan intensitas dan pola curah hujan, kenaikan suhu udara, kekeringan, dan banjir. Salah satu fenomena iklim yang signifikan adalah El Nino Southern Oscillation (ENSO), yang menyebabkan pergeseran musim hujan. [GRI 3-3] Hal ini dapat mengakibatkan kekeringan atau banjir yang berdampak buruk pada sektor usaha, termasuk KAI. Perseroan memahami bahwa perubahan iklim telah memberikan dampak tidak langsung terhadap aktivitas operasi KAI, yang pada akhirnya dapat berdampak terhadap finansial Perseroan.

Menyikapi dampak yang berpotensi terjadi akibat perubahan iklim, KAI melakukan identifikasi terhadap bahaya, penilaian, dan pengendalian risiko bencana lingkungan secara berkala. Sepanjang 2024, terdapat 88 kejadian gangguan perjalanan kereta api yang diakibatkan oleh kejadian alam akibat perubahan iklim seperti genangan air, banjir, dan tanah longsor.

KAI juga telah melakukan identifikasi risiko dan peluang yang terkait dengan perubahan iklim melalui pendekatan TCFD (*Task Force on Climate-related Financial Disclosures*). Melalui pendekatan TCFD, Perseroan dapat memahami risiko dan peluang perubahan iklim. KAI mengembangkan strategi untuk mengelola dampak perubahan iklim dan memastikan keberlanjutan bisnisnya di masa depan, seperti dijelaskan pada bagian Tata Kelola Keberlanjutan dalam laporan ini. Kendati demikian, pada 2024 KAI belum mengidentifikasi dan mengalokasikan biaya untuk pengelolaan risiko dan peluang terkait perubahan iklim secara terpisah. Saat ini KAI sedang mencari metode terbaik untuk melakukan identifikasi implikasi finansial tersebut dan diharapkan informasi dapat disampaikan pada pelaporan tahun 2027.

**Financial Implications, Risks, and Opportunities Arising from Climate Change [GRI 3-3, 201-2]**

Climate change, characterized by weather anomalies such as shifts in rainfall intensity and patterns, rising temperatures, droughts, and floods, poses significant challenges. One notable climate phenomenon is the El Niño Southern Oscillation (ENSO), which alters the rainy season. [GRI 3-3] These changes can lead to droughts or floods, adversely affecting various industries, including KAI. The Company recognizes that climate change has indirectly impacted its operational activities, which may ultimately influence its financial performance.

In response to potential climate-related risks, PT KAI conducts periodic identification, assessment, and mitigation of environmental disaster risks. Throughout 2024, there were 88 instances of train service disruptions caused by climate-induced natural events, including waterlogging, floods, and landslides.

Additionally, PT KAI has identified climate-related risks and opportunities using the Task Force on Climate-related Financial Disclosures (TCFD) framework. This approach enables the Company to better understand climate risks and opportunities and develop strategies to mitigate climate impacts while ensuring long-term business sustainability, as outlined in the Sustainability Governance section of this report. However, in 2024, PT KAI had not yet separately identified or allocated specific costs for managing climate-related risks and opportunities. KAI is currently exploring the best method for identifying these financial implications and expects to provide this information in its 2027 report.



### Program Pensiun [GRI 201-3]

KAI sebagai Badan Usaha Milik Negara (BUMN) berkomitmen untuk mematuhi peraturan perundang-undangan yang berlaku, termasuk yang berkaitan dengan ketenagakerjaan. Merujuk pada Peraturan Pemerintah tentang Penyesuaian Pensiun Eks-PNS Departemen Perhubungan pada PT Kereta Api Indonesia (Persero) No. 64 tanggal 29 November 2007, KAI memberikan manfaat pasti kepada pekerja yang telah memasuki usia pensiun. Pekerja memperoleh pensiun pokok yang besarnya disesuaikan sama dengan pensiun pokok yang diterima oleh penerima pensiun PNS.

Berdasarkan Peraturan Menteri Keuangan Republik Indonesia Nomor 170/PMK.02/2016 tentang Penyediaan Dana Program Penyesuaian Pensiun Eks Pegawai Negeri Sipil Departemen Perhubungan pada PT Kereta Api Indonesia (Persero) Penetapan Pendanaan Bersama Pembayaran Manfaat Pensiun antara APBN. Hasil Investasi dari Akumulasi Dana Pensiun Pegawai PT Kereta Api Indonesia (Persero) dan Perusahaan menetapkan bahwa kontribusi pendanaan Perusahaan sebesar 11%, hasil Investasi dari Akumulasi Dana Pensiun Pegawai PT Kereta Api Indonesia (Persero) sebesar 11%, dan Pemerintah sebesar 78% Perusahaan menyelenggarakan program pensiun manfaat pasti bagi pekerja Eks-Perum yang direkrut sebelum Agustus 2009 & pekerja Persero yang direkrut setelah Agustus 2009. Manfaat pensiun dihitung berdasarkan Gaji Dasar Asuransi Pekerja berdasarkan Addendum Dan Pernyataan Kembali Atas Perjanjian Kerjasama Antara PT Kereta Api Indonesia (Persero) Dengan Asuransi Jiwa IFG Tentang Pengelolaan Program Asuransi IFG Pendanaan Hari Tua Bagi Pegawai dan Program Asuransi IFG Anuitas Prima Bagi Pensiunan PT Kereta Api Indonesia Persero.

### Pension Program [GRI 201-3]

As a State-Owned Enterprise (SOE), KAI is committed to complying with all applicable laws and regulations, including those related to manpower. In accordance with Government Regulation No. 64 dated November 29, 2007 regarding Pension Adjustment for Former Transportation Ministry Civil Servants at PT Kereta Api Indonesia (Persero), KAI provides defined benefits to employees who have reached retirement age. Retirees receive a base pension amount adjusted to be equivalent to that received by civil service pensioners.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia No. 170/PMK.02/2016 on the Provision of Funds for the Pension Adjustment Program for Former Civil Servants of the Department of Transportation at PT Kereta Api Indonesia (Persero), the determination of Joint Funding for Pension Benefit Payments between the State Budget (APBN). Investment Returns from the Accumulated Pension Fund of Employees of PT Kereta Api Indonesia (Persero), and the Company establishes that the Company's funding contribution is 11%, Investment Returns from the Accumulated Pension Fund of Employees of PT Kereta Api Indonesia (Persero) is 11%, and the Government contributes 78%. The Company administers a defined benefit pension program for former Perum employees recruited before August 2009 and for Persero employees recruited after August 2009. The pension benefits are calculated based on the Employee Insurance Basic Salary, according to the Addendum and Restatement of the Cooperation Agreement between PT Kereta Api Indonesia (Persero) and IFG Life Insurance regarding the Management of the IFG Old Age Fund Insurance Program for Employees and the IFG Prima Annuity Insurance Program for Retirees of PT Kereta Api Indonesia (Persero).

(Dalam Ribuan Rupiah)

| Uraian / Description                                                             | 2024          | 2023          |
|----------------------------------------------------------------------------------|---------------|---------------|
| Program Pensiun Eks PNS / Former Civil Servant Retirement Program                | 1.065.111.101 | 1.138.251.753 |
| Program Pensiun Eks Perum dan Persero / Former Perum and Persero Pension Program | 4.504.531.649 | 4.401.673.427 |
| Imbalan Kerja Lain / Other Work Benefits                                         | 98.545.304    | 78.591.696    |
| Total Liabilitas Imbalan Kerja / Total Employee Benefits Liabilities             | 5.668.188.054 | 5.618.516.876 |

(In Thousands of Rupiah)

### Nilai Ekonomi yang Dihasilkan dan Didistribusikan [GRI 2-27, 3-3, 201-1, 201-4]

Keberlanjutan usaha jangka panjang bergantung dari kinerja ekonomi yang dihasilkan dan didistribusikan. Pencapaian kinerja ekonomi yang positif dapat mendorong peningkatan investasi dalam infrastruktur, teknologi, dan sumber daya manusia hingga mendorong kemajuan ekonomi dan mobilitas masyarakat. Perseroan berkomitmen untuk mencapai kinerja ekonomi yang solid melalui strategi bisnis yang efektif, manajemen risiko yang baik, dan investasi dalam inovasi dan infrastruktur.

Perseroan menghitung nilai ekonomi langsung, nilai ekonomi yang didistribusikan, dan nilai ekonomi yang ditahan. Nilai ekonomi langsung yang dihasilkan KAI terdiri atas beberapa komponen pendapatan KAI, yaitu pendapatan angkutan penumpang, angkutan barang, angkutan pendukung angkutan KA, pendapatan non-angkutan, serta kompensasi pemerintah. Adapun kompensasi yang diberikan pemerintah sebesar Rp8,29 triliun yang berupa Pendapatan Pelayanan Publik (PSO), Pemeliharaan Infrastruktur, dan Angkutan Perintis. Kompensasi tersebut mencerminkan kepercayaan publik dan dukungan pemerintah untuk KAI. [GRI 201-4]

Sementara nilai ekonomi yang didistribusikan merupakan pengeluaran yang didistribusikan sebagai bentuk kontribusi Perseroan dalam meningkatkan laju pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan, seperti biaya operasional, pembayaran pajak, penggunaan prasarana, remunerasi pekerja, dan pembayaran kepada pemasok, serta realisasi dana untuk masyarakat yang diwujudkan dalam bentuk Tanggung Jawab Sosial dan Lingkungan (TJSL). Sedangkan nilai ekonomi yang ditahan adalah selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk pengembangan usaha Perseroan. Distribusi perolehan nilai ekonomi Perseroan pada tahun 2024 secara terperinci diuraikan pada tabel berikut: [GRI 201-1]

### Economic Value Generated and Distributed [GRI 2-27, 3-3, 201-1, 201-4]

Long-term business sustainability depends on the economic value generated and distributed. Positive economic performance enables increased investment in infrastructure, technology, and human capital, ultimately driving economic progress and community mobility. The Company is committed to achieving solid economic performance through effective business strategies, sound risk management, and investments in innovation and infrastructure.

The Company calculates direct economic value, distributed economic value, and retained economic value. The direct economic value generated by KAI consists of several revenue components, namely passenger transportation revenue, freight transportation revenue, railway support transportation revenue, non-transportation revenue, and government compensation. The government's compensation amounted to Rp8.29 trillion, consisting of Public Service Revenue (PSO), Infrastructure Maintenance, and Pioneer Transportation. This compensation reflects public trust and government support for KAI. [GRI 201-4]

Meanwhile, distributed economic value represents expenditures distributed as a form of the Company's contribution to increasing economic growth and stakeholder welfare, such as operational costs, tax payments, infrastructure use, employee remuneration, and payments to suppliers, as well as the realization of funds for the community in the form of Social and Environmental Responsibility (CSR). Retained economic value, the difference between generated economic value minus distributed economic value, is used for the Company's business development. The detailed distribution of the Company's economic value acquisition in 2024 is outlined in the following table: [GRI 201-1]

## Dampak Ekonomi bagi Pemangku Kepentingan [GRI 201-1]

(Dalam Ribuan Rupiah)

## Economic Impact for Stakeholders [GRI 201-1]

(In Thousands of Rupiah)

| No                                                                                                                                                                                     | Uraian / Description                                                                                | 2024<br>(Rp)          | 2023<br>(Rp)          | 2022<br>(Rp)          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Nilai Ekonomi yang Dihasilkan / Economic Value Generated</b>                                                                                                                        |                                                                                                     |                       |                       |                       |
| 1                                                                                                                                                                                      | a. Pendapatan Angkutan Penumpang / Revenues from Passenger Transportation                           | 11.918.953.987        | 9.941.825.625         | 6.964.495.288         |
|                                                                                                                                                                                        | b. Pendapatan Angkutan Barang / Revenues from Freight Transportation                                | 12.800.771.997        | 11.646.062.369        | 9.833.032.266         |
|                                                                                                                                                                                        | c. Pendapatan Pendukung Angkutan KA / Revenues from Transportation Support Train                    | 1.014.839.810         | 869.775.827           | 713.611.038           |
|                                                                                                                                                                                        | d. Pendapatan Non Angkutan / Revenues from Non-Transportation                                       | 1.900.481.476         | 1.780.153.295         | 1.575.688.040         |
|                                                                                                                                                                                        | e. Kompensasi Pemerintah / Government Compensation                                                  | 8.291.362.639         | 3.526.469.925         | 3.880.245.033         |
| <b>Total Nilai Ekonomi yang Dihasilkan / Total Economic Value Generated</b>                                                                                                            |                                                                                                     | <b>35.926.409.909</b> | <b>27.764.287.041</b> | <b>22.967.071.664</b> |
| <b>Nilai Ekonomi yang didistribusikan dalam bentuk: / Economic Value distributed in the form of:</b>                                                                                   |                                                                                                     |                       |                       |                       |
| 2                                                                                                                                                                                      | a. Biaya Operasional / Operating Expenses                                                           | 5.233.308.116.000     | 4.227.212.786         | 3.664.532.070         |
|                                                                                                                                                                                        | b. Pembayaran Terhadap Pemerintah / Payments to Government                                          | 1.388.621.324         | 1.108.901.086         | 482.366.417           |
|                                                                                                                                                                                        | i. Penggunaan Prasarana / Infrastructure Usage                                                      | 1.004.309.937         | 656.220.091           | 221.003.573           |
|                                                                                                                                                                                        | ii. Pembayaran Pajak / Tax Payment                                                                  | 384.311.387           | 452.680.995           | 261.362.844           |
|                                                                                                                                                                                        | c. Pembayaran Terhadap Pekerja / Payments to Employees                                              | 7.458.540.199         | 7.261.135.359         | 6.469.435.899         |
|                                                                                                                                                                                        | d. Pembayaran Kepada Masyarakat (Penyaluran Dana TJSL) / Payment to Public (TJSL Fund Distribution) | 16.500.000            | 14.999.622            | 9.792.154             |
| 3                                                                                                                                                                                      | f. Pembayaran kepada Pemasok / Payment to Suppliers                                                 | 14.294.353.570        | 12.614.784.291        | 9.701.299.799         |
|                                                                                                                                                                                        | <b>Total Nilai Ekonomi yang didistribusikan / Total Economic Value Distributed</b>                  | <b>14.546.636.417</b> | <b>25.227.033.143</b> | <b>20.327.426.338</b> |
| Nilai Ekonomi yang ditahan - Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada Induk / Retained Economic Value - Income (Loss) for the Year Attributable to the Parent Entity |                                                                                                     | 2.211.973.665         | 1.873.921.301         | 1.782.040.477         |

## Dampak Ekonomi Tidak Langsung [GRI 203-1, 203-2, 204-1]

Sebagai wujud kontribusi bagi pemangku kepentingan, KAI melakukan berbagai inisiatif penyaluran nilai ekonomi. Inisiatif tersebut terlaksana melalui sejumlah program dan kegiatan pemberdayaan, berupa dukungan layanan bagi pemangku kepentingan serta pembangunan infrastruktur umum bagi masyarakat. Pada 2024 Perseroan melakukan pemetaan terhadap dukungan layanan bagi pemangku kepentingan sebagai berikut:

## Indirect Economic Impacts [GRI 203-1, 203-2, 204-1]

As part of our commitment to stakeholder value creation, KAI has implemented various economic value distribution initiatives. These initiatives are delivered through empowerment programs and activities, including stakeholder service support and public infrastructure development. In 2024, the Company mapped its stakeholder service support across the following areas:

## Dampak Ekonomi bagi Pemangku Kepentingan [GRI 203-2]

(Dalam ribuan Rupiah)

## Economic Impact for Stakeholders [GRI 203-2]

(In thousands of Rupiah)

| Uraian / Description                                   | 2024            | 2023             | 2022            |
|--------------------------------------------------------|-----------------|------------------|-----------------|
| <b>Aktivitas Operasi / Operational Activities</b>      |                 |                  |                 |
| Pembayaran kepada Pemasok / Payment to Suppliers       | (4.294.353.570) | (12.614.784.290) | (9.701.299.798) |
| Pembayaran kepada Pekerja / Payment to Employees       | (7.458.540.199) | (7.261.135.359)  | (6.469.435.899) |
| Pembayaran kepada Pemerintah / Payment to Government   | (1.004.309.937) | (656.220.091)    | (221.003.573)   |
| Pembayaran Pajak Penghasilan / Income Tax Payment      | (384.311.387)   | (452.680.995)    | (261.362.844)   |
| Pembayaran Beban Keuangan / Financial Expenses Payment | (2.411.259.511) | (1.357.714.336)  | (900.937.343)   |

## Dampak Ekonomi bagi Pemangku Kepentingan

(Dalam ribuan Rupiah)

## Economic Impact for Stakeholders

(In thousands of Rupiah)

| Uraian / Description                                                      | 2024            | 2023            | 2022             |
|---------------------------------------------------------------------------|-----------------|-----------------|------------------|
| <b>Aktivitas Pendanaan / Financing Activities</b>                         |                 |                 |                  |
| Pembayaran Pinjaman Bank Jangka Pendek / Payment of Short-Term Bank Loans | (6.193.008.174) | (6.007.777.797) | (14.606.472.528) |
| Pembayaran Pinjaman Bank Jangka Panjang / Payment of Long-Term Bank Loans | (1.297.379.732) | (1.236.391.211) | (941.505.588)    |
| Pembayaran Liabilitas Sewa / Payment of Lease Liabilities                 | (70.992.284)    | (31.554.208)    | (37.190.355)     |
| Pembayaran Pinjaman Program PEN / Repayment from government loans         | (218.750.000)   | (437.500.000)   | -                |
| Pembayaran Obligasi / Repayment of Bonds                                  | (1.900.000.000) | -               | (1.000.000.000)  |
| Pembayaran Biaya Emisi Obligasi / Payment of Issuance Costs Bonds         | (9.014.200)     | -               | (5.041.083)      |
| Pembayaran Biaya Emisi Sukuk / Payment of Issuance Costs Sukuk            | (3.418.720)     | -               | (1.785.917)      |
| Pembayaran Dividen Entitas Anak / Subsidiary Dividend Payment             | (570.036)       | (448.465)       | (298.264)        |

Perseroan juga berkomitmen menghadirkan dampak ekonomi tidak langsung berupa penyaluran dukungan infrastruktur bagi lingkungan. Informasi mengenai hal tersebut diungkapkan pada subbagian Kegiatan Tanggung Jawab Sosial Lingkungan pada Laporan Keberlanjutan ini.

The Company remains committed to generating indirect economic impacts through infrastructure support for local communities. Detailed information regarding these initiatives is disclosed in the Corporate Social Responsibility section of this Sustainability Report.

### Bantuan dari Pemerintah [GRI 201-4]

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 52 tahun 2024 tanggal 31 Desember 2024 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Kereta Api Indonesia, menyatakan bahwa Negara Republik Indonesia telah melakukan penambahan penyertaan modal sebesar Rp2 triliun. Dana tersebut digunakan untuk menambah armada Kereta Rel Listrik (KRL) guna mengatasi lonjakan penumpang.

### Government Assistance [GRI 201-4]

Based on Government Regulation of the Republic of Indonesia No. 52 of 2024 dated December 31, 2024, regarding Additional of Republic Indonesia's Capital into Share Capital of (Persero) PT Kereta Api Indonesia, it was stated that the State of Republic Indonesia had added up its capital investment to the Company's amounting to Rp2 trillion. The funds were used for supporting the availability of Electric Multiple Unit (EMU) facilities to meet the needs of urban railway passenger transport.

## Kinerja Lingkungan Hidup

### *Environmental Performance*



Aktivitas operasional KAI memiliki keterkaitan dengan lingkungan hidup, terutama dalam aspek penggunaan energi, emisi, serta pengelolaan limbah dan sumber daya alam. Oleh karena itu, Perusahaan berkomitmen untuk meminimalkan dampak lingkungan melalui penerapan prinsip-prinsip keberlanjutan dalam setiap kegiatan operasional.

Pada bagian kinerja lingkungan hidup akan dijelaskan informasi mengenai biaya lingkungan hidup, penggunaan material yang ramah lingkungan, jumlah dan intensitas energi yang digunakan, upaya dan pencapaian efisiensi energi, penggunaan energi terbarukan, serta penggunaan air.

Pada bagian ini juga mengungkapkan informasi mengenai upaya KAI dalam menjaga konservasi keanekaragaman hayati, jumlah dan intensitas emisi yang dihasilkan berdasarkan jenisnya, upaya dan pencapaian pengurangan emisi yang dilakukan, jumlah limbah dan efluen yang dihasilkan berdasarkan jenis, mekanisme pengelolaan limbah dan efluen, tumpahan yang terjadi, serta jumlah dan materi pengaduan lingkungan hidup yang diterima dan diselesaikan yang relevan dengan kegiatan usaha KAI.

#### **ASPEK UMUM**

##### **Biaya Lingkungan Hidup [OJK F.4]**

KAI berkomitmen melakukan pengelolaan lingkungan hidup melalui implementasi sertifikasi ISO 14001:2015 tentang Sistem Manajemen Lingkungan yang dilakukan secara bertahap pada aktivitas operasionalnya. Selain itu, KAI juga telah melakukan pendataan dan analisis mendalam mengenai seluruh kegiatan yang sejalan dengan nilai-nilai keberlanjutan, khususnya dalam aspek lingkungan hidup. Pendataan dan analisis ini bertujuan untuk mengevaluasi komitmen Perseroan dalam mewujudkan kegiatan bisnis yang ramah lingkungan dan bertanggung jawab.

KAI's operational activities are intrinsically linked to the environment, particularly in terms of energy consumption, emissions, as well as waste and natural resource management. Therefore, the Company is committed to minimizing environmental impact by implementing sustainability principles across all operational activities.

The environmental performance section will disclose information regarding environmental costs, use of environmentally friendly materials, volume and intensity of energy consumption, energy efficiency initiatives and achievements, utilization of renewable energy, and water consumption.

This section also discloses information on KAI's efforts to maintain biodiversity conservation, the amount and intensity of emissions produced by type, efforts and achievements in reducing emissions made, the amount of waste and effluent produced by type, waste and effluent management mechanisms, spills that occur, and the number and material of environmental complaints received and resolved that are relevant to KAI's business activities.

#### **GENERAL ASPECT**

##### **Environmental Costs [OJK F.4]**

KAI is committed to environmental management through the implementation of ISO 14001:2015 certification on Environmental Management Systems which is carried out in stages in its operational activities. Additionally, KAI has conducted thorough data collection and analysis of all operations aligned with sustainability values, particularly in environmental aspects. This data collection and analysis aims to evaluate the Company's commitment to realizing environmentally friendly and responsible business practices.



Kinerja Lingkungan Hidup  
Environmental Performance

Sepanjang tahun 2024 KAI telah menjalankan kegiatan yang mendukung pelestarian lingkungan dengan realisasi biaya mencapai Rp7.329.611.835,- meningkat dari tahun 2023 sejumlah Rp5.239.970.577,- dengan uraian sebagai berikut:

Throughout 2024, KAI has carried out activities that support environmental preservation with cost realization reaching Rp7,329,611,835, an increase from 2023 which amounted to Rp5,239,970,577, with the following description:

## Realisasi Biaya Lingkungan Hidup Tahun 2024

## Realization of Environmental Cost in 2024

| No. | Program / Program                                                | Output                                                                               | Uraian / Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Biaya (Rp) / Cost (Rp) |
|-----|------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1   | KAI Pling (Peduli Lingkungan) / KAI Pling (Care for Environment) | 54 Tempat Sarana dan Prasarana Umum / 54 Public Facilities and Infrastructure Places | Perseroan memberikan bantuan berupa perbaikan jalan umum, pembangunan dan peningkatan sarana prasarana olahraga, serta perbaikan jembatan penyebrangan umum sebagai upaya mendukung pembangunan infrastruktur yang bermanfaat langsung bagi masyarakat dan meningkatkan kualitas hidup di lingkungan sekitar / The Company provides assistance such as repairing public roads and building, improving sports facilities and infrastructure, and repairing public pedestrian bridges as an effort to support infrastructure development that directly benefits the community and improves the quality of life in the surrounding environment. | 4.255.476.500          |

| No.    | Program / Program                                                               | Output                                                    | Uraian / Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Biaya (Rp) / Cost (Rp) |
|--------|---------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 2      | KAI Sar-I (Sarana Ibadah) / KAI Sar-I (Worship Facilities)                      | 58 Tempat Sarana Ibadah / 58 Places of Worship Facilities | Bantuan yang diberikan melalui program ini mencakup pembangunan masjid, musala, gereja, serta sarana ibadah lainnya, termasuk pemberian bantuan karpet dan perlengkapan ibadah, sebagai bentuk dukungan terhadap pemenuhan kebutuhan spiritual dan kenyamanan beribadah bagi masyarakat lintas agama / Assistance provided through this program includes the construction of mosques, prayer rooms, churches, and other places of worship, including the provision of carpets and prayer equipment, as a form of support for fulfilling spiritual needs and comfort of worship for people of various religions.                                                                                                                                                  | 1.934.736.706          |
| 3      | KAI Go Green                                                                    | 22 Lokasi Penanaman Pohon / 22 Tree Planting Locations    | Program ini mencakup berbagai bentuk bantuan di bidang pelestarian lingkungan, antara lain penanaman pohon di wilayah operasional perusahaan, pengelolaan sampah, penyediaan sanitasi dan akses air bersih, serta pemberian alat kendaraan operasional untuk pengangkutan sampah, sebagai upaya mendukung terciptanya lingkungan yang bersih, sehat, dan berkelanjutan. / This program includes various forms of assistance in the field of environmental conservation, including planting trees in the Company's operational areas, waste management, provision of sanitation and access to clean water, and provision of operational vehicles for waste transportation, as an effort to support the creation of a clean, healthy, and sustainable environment. | 807.571.629            |
| 4      | Mendukung Sosialisasi Keselamatan PERKA / Supporting PERKA Safety Dissemination | 199 Titik Lokasi / 199 Location Points                    | Perseroan melaksanakan sosialisasi Peraturan Keamanan dan Keselamatan (PERKA) di lingkungan wilayah operasional perusahaan, yang dilakukan secara kolaboratif Bersama unit Pengamanan (PAM) dan komunitas Railfans, guna meningkatkan kesadaran serta partisipasi publik dalam menjaga keselamatan dan ketertiban di area perkeretaapian. / The Company carries out dissemination of the Security and Safety Regulations (PERKA) in the Company's operational areas, which is carried out collaboratively with the Security Unit (PAM) and the Railfans community, in order to increase public awareness and participation in maintaining safety and order in the railway area.                                                                                  | 331.827.000            |
| Jumlah |                                                                                 |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 7.329.611.835          |

## ASPEK MATERIAL

### Penggunaan Material yang Ramah Lingkungan [OJK F.5]

Sejak tahun 2018, KAI telah menerapkan komitmen untuk mendukung program pemerintah dalam mengurangi sampah plastik, yang diwujudkan dengan penggunaan kemasan ramah lingkungan pada 100% produk makanan dan minuman yang dijual dalam perjalanan kereta api. Kemasan ramah lingkungan tersebut menggunakan material kertas, serat jagung, dan serat tebu. Bahan organik alami tersebut selain aman untuk makanan juga mudah terurai. Penggunaan kemasan tersebut diharapkan mampu berperan secara signifikan sebagai upaya meminimalisasi penggunaan plastik. Selain itu KAI juga mengeluarkan Surat Edaran Pembatasan Penggunaan Plastik Sekali Pakai dan Bahan Yang Sulit Terurai Nomor SE.U/KL.403/VIII/2/KA-2024. Hal ini untuk meningkatkan kesadaran pekerja untuk mengurangi dampak negatif penggunaan plastik sekali pakai dan bahan yang sulit terurai terhadap lingkungan dalam upaya mewujudkan lingkungan yang bersih dan sehat serta berkelanjutan. [GRI 301-1, 301-2, 301-3]

Pada tahun 2024, KAI turut serta mendukung lingkungan berkelanjutan dengan melakukan pengurangan penggunaan kertas *boarding pass* melalui *Face Recognition Boarding Gate* dan *e-boarding* pada Access by KAI. Penerapan *Face Recognition Boarding Gate* juga berpengaruh terhadap

## MATERIAL ASPECT

### Use of Environmentally Friendly Materials [OJK F.5]

Since 2018, KAI has implemented a commitment to support government programs to reduce plastic waste, which is realized by using environmentally friendly packaging on 100% of food and beverage products sold on train trips. This environmentally friendly packaging uses paper, corn fiber and sugar cane fiber. Apart from being safe for food, this natural organic material is also easily decomposed. The use of this packaging is expected to play a significant role in efforts to minimize the use of plastic. Additionally, the Company has issued Circular Letter No. SE.U/KL.403/VIII/2/KA-2024 on the Restriction of Single-Use Plastics and Non-Biodegradable Materials. This initiative aims to raise employee awareness about reducing the environmental impact of single-use plastics and non-biodegradable materials, supporting efforts to create a clean, healthy, and sustainable environment. [GRI 301-1, 301-2, 301-3]

In 2024, KAI participated in supporting a sustainable environment by reducing the use of paper boarding passes through the Face Recognition Boarding Gate and e-boarding at Access by KAI. The implementation of the Face Recognition Boarding Gate also has an impact on the efficiency of paper

efisiensi biaya pembelian kertas di sepanjang tahun 2024. Hingga 31 Desember 2024, KAI mencatat penggunaan kertas sebesar 78.890 rol, menurun 6,41% atau setara dengan 5.410 rol dibandingkan dengan tahun lalu sebesar 84.300 rol.

## ASPEK ENERGI

### Jumlah dan Intensitas Energi yang Digunakan [OJK F.6] [GRI 302-1, 302-2]

KAI telah melakukan penghitungan terhadap jumlah energi terbarukan berupa listrik yang berasal dari tenaga surya dan energi tak terbarukan yang berupa listrik dari Perusahaan Listrik Negara (PLN), Bensin, dan Biosolar B35. Penghitungan yang ditampilkan sudah mencakup masing-masing unit kerja pada wilayah operasional, dengan hasil sebagai berikut:

purchasing costs throughout 2024. As of December 31, 2024, KAI recorded paper usage of 78,890 rolls, a decrease of 6.41% or equivalent to 5,410 rolls compared to the previous year at 84,300 rolls.

## ENERGY ASPECT

### Amount and Intensity of Energy Used [OJK F.6] [GRI 302-1, 302-2]

KAI has conducted calculations on the amount of renewable energy in the form of electricity from solar power and non-renewable energy in the form of electricity from the State Electricity Company (PLN), gasoline, and Biosolar B35. The displayed calculations already cover each work unit in the operational area, with the following results:

#### Pemakaian Energi Baru Terbarukan

#### New and Renewable Energy Usage

| No.            | Uraian /<br>Description                                       | Listrik (kWh) / Electricity (kWh) |           |         |
|----------------|---------------------------------------------------------------|-----------------------------------|-----------|---------|
|                |                                                               | 2024                              | 2023      | 2022    |
| 1              | Balai Yasa Yogyakarta / Yogyakarta Railway Workshop           | 342.650                           | -         | -       |
| 2              | Balai Yasa Lahat / Lahat Railway Workshop                     | 422.400                           | -         | -       |
| 3              | Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | 194.700                           | -         | -       |
| 4              | Balai Yasa Tegal / Tegal Railway Workshop                     | 352.550                           | -         | -       |
| 5              | Balai Yasa Manggarai / Manggarai Railway Workshop             | -                                 | 252.000   | -       |
| 6              | DAOP 1 Jakarta / Operation Area 1 Jakarta                     | 147.200                           | 472.600   | 140.000 |
| 7              | DAOP 2 Bandung / Operation Area 2 Bandung                     | 245.500                           | -         | 60.000  |
| 8              | DAOP 3 Cirebon / Operation Area 3 Cirebon                     | -                                 | 80.300    | -       |
| 9              | DAOP 4 Semarang / Operation Area 4 Semarang                   | -                                 | 123.200   | 6.000   |
| 10             | DAOP 5 Purwokerto / Operation Area 5 Purwokerto               | -                                 | 102.500   | -       |
| 11             | DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta               | 28.600                            | 107.300   | -       |
| 12             | DAOP 7 Madiun / Operation Area 7 Madiun                       | -                                 | 14.400    | -       |
| 13             | DAOP 8 Surabaya / Operation Area 8 Surabaya                   | -                                 | 134.000   | -       |
| 14             | DAOP 9 Jember / Operation Area 9 Jember                       | -                                 | 28.000    | -       |
| 15             | DIVRE I Sumatera Utara / Regional Division I North Sumatera   | 40.000                            | -         | -       |
| 16             | DIVRE II Sumatera Barat / Regional Division II West Sumatera  | 40.000                            | -         | -       |
| 17             | DIVRE III Palembang / Regional Division III Palembang         | 122.100                           | -         | -       |
| Jumlah / Total |                                                               | 1.935.700                         | 1.314.300 | 206.000 |

Pemakaian Energi Baru Terbarukan

New and Renewable Energy Usage

| No.                      | Uraian /<br>Description                                       | 2024<br>Biosolar B35 (liter)<br>/ Biosolar B35 (liter) | 2023<br>Biosolar B30 (liter)<br>/ Biosolar B30 (liter) | 2022<br>Biosolar B30 (liter)<br>/ Biosolar B30 (liter) |
|--------------------------|---------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Per Wilayah / Per Region |                                                               |                                                        |                                                        |                                                        |
| 1                        | DAOP 1 Jakarta / Operation Area 1 Jakarta                     | 50.259.173                                             | 47.725.609                                             | 41.317.717                                             |
| 2                        | DAOP 2 Bandung / Operation Area 2 Bandung                     | 18.304.414                                             | 17.659.578                                             | 15.615.478                                             |
| 3                        | DAOP 3 Cirebon / Operation Area 3 Cirebon                     | 5.043.677                                              | 4.585.133                                              | 3.908.020                                              |
| 4                        | DAOP 4 Semarang / Operation Area 4 Semarang                   | 12.640.165                                             | 12.351.716                                             | 8.240.012                                              |
| 5                        | DAOP 5 Purwokerto / Operation Area 5 Purwokerto               | 12.182.609                                             | 11.508.451                                             | 10.519.322                                             |
| 6                        | DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta               | 21.314.033                                             | 19.099.722                                             | 16.062.287                                             |
| 7                        | DAOP 7 Madiun / Operation Area 7 Madiun                       | 4.412.920                                              | 4.555.207                                              | 4.422.319                                              |
| 8                        | DAOP 8 Surabaya / Operation Area 8 Surabaya                   | 53.206.210                                             | 47.645.366                                             | 40.867.491                                             |
| 9                        | DAOP 9 Jember / Operation Area 9 Jember                       | 6.316.665                                              | 5.498.471                                              | 4.436.439                                              |
| 10                       | DIVRE I Sumatera Utara / Regional Division I North Sumatera   | 6.934.315                                              | 6.213.507                                              | 5.274.862                                              |
| 11                       | DIVRE II Sumatera Barat / Regional Division II West Sumatera  | 1.971.134                                              | 2.204.341                                              | 2.246.955                                              |
| 12                       | DIVRE III Palembang / Regional Division III Palembang         | 65.327.308                                             | 65.934.762                                             | 58.137.737                                             |
| 13                       | DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang | 47.418.303                                             | 54.084.140                                             | 50.092.977                                             |
| 14                       | BY Manggarai                                                  | 38.115                                                 | 30.059                                                 | 24.807                                                 |
| 15                       | BY Yogyakarta                                                 | 400                                                    | 76.047                                                 | 4.707                                                  |
| 16                       | BY Lahat                                                      | 77.996                                                 | 61.511                                                 | 33.628                                                 |
| 17                       | BY Surabaya Gubeng                                            | 34.109                                                 | 26.900                                                 | 18.150                                                 |
| 18                       | BY Tegal                                                      | 7.430                                                  | 5.860                                                  | 4.707                                                  |
| 19                       | BY Pulubrayan                                                 | 96.427                                                 | 6.214                                                  | 5.047                                                  |
| Jumlah / Total           |                                                               | 305.585.404                                            | 299.272.594                                            | 261.232.662                                            |

Energi Tak Terbarukan

Non-Renewable Energy

| No.                      | Uraian /<br>Description                               | Listrik (kWh) / Electricity (kWh) |            |            | Bensin (liter) / Fuel (liter) |         |         | Solar (liter) / Diesel Fuel (liter) |        |        |
|--------------------------|-------------------------------------------------------|-----------------------------------|------------|------------|-------------------------------|---------|---------|-------------------------------------|--------|--------|
|                          |                                                       | 2024                              | 2023       | 2022       | 2024                          | 2023    | 2022    | 2024                                | 2023   | 2022   |
| 1                        | Kantor Pusat /<br>Head Office                         | 2.731.798                         | 2.642.701  | 2.642.201  | 13.700                        | 13.109  | 13.503  | 41.738                              | 32.969 | 39.279 |
| Per Wilayah / Per Region |                                                       |                                   |            |            |                               |         |         |                                     |        |        |
| 2                        | DAOP 1 Jakarta /<br>Operation Area 1 Jakarta          | 114.922                           | 28.576.345 | 25.960.115 | 26.004                        | 13.333  | 24.081  | 1.100                               | 4.470  | 2.738  |
| 3                        | DAOP 2 Bandung /<br>Operation Area 2 Bandung          | 3.889.471                         | 4.691.807  | 5.404.404  | 1.157                         | 5.690   | 31.897  | 1.975                               | 5.155  | 1.300  |
| 4                        | DAOP 3 Cirebon /<br>Operation Area 3 Cirebon          | 4.211.483                         | 3.529.023  | 3.224.381  | 13.409                        | 16.892  | 16.994  | 14.640                              | 12.229 | 8.110  |
| 5                        | DAOP 4 Semarang<br>/ Operation Area 4<br>Semarang     | 9.068.936                         | 8.637.081* | 8.108.486* | 5.027                         | 4.788   | 4.080   | 10.733                              | 10.260 | 10.800 |
| 6                        | DAOP 5 Purwokerto<br>/ Operation Area 5<br>Purwokerto | 4.213.969                         | 3.286.523  | 3.035.060  | 6.348                         | 5.849   | 5.789   | 11.912                              | 11.759 | 11.699 |
| 7                        | DAOP 6 Yogyakarta<br>/ Operation Area 6<br>Yogyakarta | 5.838.844                         | 4.562.658* | 3.978.165* | 20.586                        | 19.152* | 16.181* | 19.615                              | 11.432 | 10.122 |

| No.            | Uraian /<br>Description                                             | Listrik (kWh) / Electricity (kWh) |            |            | Bensin (liter) / Fuel (liter) |         |         | Solar (liter) / Diesel Fuel (liter) |         |         |
|----------------|---------------------------------------------------------------------|-----------------------------------|------------|------------|-------------------------------|---------|---------|-------------------------------------|---------|---------|
|                |                                                                     | 2024                              | 2023       | 2022       | 2024                          | 2023    | 2022    | 2024                                | 2023    | 2022    |
| 8              | DAOP 7 Madiun /<br>Operation Area 7 Madiun                          | 5.059.756                         | 5.080.077  | 4.580.982  | 4.086                         | 5.500*  | 5.577*  | 6.280                               | 2.570   | 2.570   |
| 9              | DAOP 8 Surabaya /<br>Operation Area 8 Surabaya                      | 9.390.774                         | 7.926.990  | 6.724.053  | 92.199                        | 91.253* | 89.101* | 2.630                               | 10.330  | 11.503  |
| 10             | DAOP 9 Jember /<br>Operation Area 9 Jember                          | 1.542.597                         | 1.256.657* | 1.080.070* | 10.560                        | 6.615   | 3.978   | 7.764                               | 7.610   | 7.915   |
| 11             | DIVRE I Sumatera Utara /<br>Regional Division I North<br>Sumatera   | 4.099.740                         | 3.082.872  | 2.650.703  | 10.440                        | 2.520   | 2.520   | 10.440                              | 11.885  | 11.035  |
| 12             | DIVRE II Sumatera Barat /<br>Regional Division II West<br>Sumatera  | 634.455                           | 596.948    | 508.843    | 13.432                        | 19.502* | 16.484* | 1.971                               | 2.204   | 2.247   |
| 13             | DIVRE III Palembang<br>/ Regional Division III<br>Palembang         | 6.141.731                         | 5.528.214* | 5.016.779* | 87.723                        | 88.061* | 84.533* | 6.492                               | 11.162  | 8.811   |
| 14             | DIVRE IV Tanjung Karang<br>/ Regional Division IV<br>Tanjung Karang | 4.755.348                         | 3.603.359  | 3.077.489  | 57.220                        | 1.200   | 7.200   | 10.200                              | 10.200  | 4.200   |
| 15             | BY Manggarai                                                        | 1.131.965                         | 1.088.464  | 1.030.768  | 8.854                         | 8.728*  | 6,378*  | 24.800                              | 25.109  | 24.807  |
| 16             | BY Yogyakarta                                                       | 966.203                           | 1.018.869* | 814.608*   | 4.510                         | 4.849*  | 2.661*  | 400                                 | 0       | 0       |
| 17             | BY Lahat                                                            | 1.217.286                         | 1.174.944  | 898.819    | 2.800                         | 1.200   | 900     | 10.800                              | 22.155  | 9.180   |
| 18             | BY Surabaya Gubeng                                                  | 1.106.766                         | 114.490    | 98.340     | 2.119                         | 2.097   | 2.204   | 17.000                              | 26.900  | 18.150  |
| 19             | BY Tegal                                                            | 731.024                           | 693.158    | 679.784    | 5.298                         | 5.825   | 4.493   | 4.576                               | 5.860   | 4.707   |
| 20             | BY Pulubrayan                                                       | 556.763                           | 556.763    | 1.336.394  | 5.413                         | 0       | 0       | 6.214                               | 5.047   | 3.769   |
| Jumlah / Total |                                                                     | 67.403.831                        | 87.647.943 | 80.850.444 | 390.885                       | 316.163 | 332.182 | 211.280                             | 229.307 | 192.942 |

\*) Disajikan kembali dikarenakan terdapat perubahan data pada tahun 2023 dan 2022 sehubungan dengan perubahan metode pencatatan/ pengumpulan data. / Restated due to changes in 2023 and 2022 related to changes in data recording/ collection methods.

## Total Penggunaan Energi

## Total Energy Use

| No.            | Sumber / Source                           | Satuan / Unit | 2024       | 2023*      | 2022*      |
|----------------|-------------------------------------------|---------------|------------|------------|------------|
| 1              | Listrik dari PLTS / Electricity from PLTS | GWh           | 1,94       | 1,31       | 0,21       |
|                |                                           | GJ            | 6.969      | 4.731      | 742        |
| 2              | Listrik dari PLN / Electricity from PLN   | GWh           | 67,40      | 87,65      | 80,85      |
|                |                                           | GJ            | 242.654    | 315.533    | 291.062    |
| 3              | Bensin / Fuel                             | Kilo Liter    | 391        | 316        | 332        |
|                |                                           | GJ            | 13.368     | 10.813     | 11.361     |
| 4              | Biosolar B35 / Biodiesel B35              | Kilo Liter    | 305.585    | 299.273    | 261.233    |
|                |                                           | GJ            | 11.581.687 | 11.342.431 | 9.900.718  |
| 5              | Solar / Diesel                            | Kilo Liter    | 211        | 229        | 193        |
|                |                                           | GJ            | 8.008      | 8.691      | 7.312      |
| Jumlah / Total |                                           | GJ            | 11.852.685 | 11.682.199 | 10.211.194 |

\*) Disajikan kembali dikarenakan terdapat perubahan data pada tahun 2023 dan 2022 sehubungan dengan perubahan metode pencatatan/ pengumpulan data. Perubahan ini mengakibatkan nilai yang ditampilkan pada Laporan tahun lalu, lebih kecil dari yang seharusnya. / Restated due to changes in 2023 and 2022 related to changes in data recording/ collection methods, which resulted in the values shown in last year's Report being lower than expected.

- 1 Liter Bensin = 0.0342 GJ / 1 Liter of Fuel = 0.0342 GJ
- 1 Liter Solar = 0.0379 GJ / 1 Liter of Diesel = 0.0379 GJ
- Konversi BBM (Bensin dan Biosolar) dari satuan liter ke dalam satuan Joule dilakukan dengan mengacu kepada Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional - Kementerian Lingkungan Hidup 2012 (ref: IPCC 2006) / The conversion of fuel (Fuel and Biodiesel) from liters to Joules is based on the Guidelines for the Implementation of National Greenhouse Gas Inventory - Ministry of Environment 2012 (ref: IPCC 2006).
- 1 kWh Listrik = 0,0036 GJ / 1 kWh of Electricity = 0.0036 GJ
- Konversi listrik dari satuan kWh ke dalam satuan Joule dilakukan dengan mengacu pada Dirjen Kelistrikan Kementerian ESDM (GRI 2017) dan <https://www.iea.org/statistics/resources/unitconverter/> / The conversion of electricity from kWh to Joules is based on the Directorate General of Electricity of the Ministry of Energy and Mineral Resources (GRI 2017) and <https://www.iea.org/statistics/resources/unitconverter/>



Inisiatif keberlanjutan dan usaha yang dilakukan KAI berhasil menurunkan intensitas pemakaian energi pada semua perbandingan mencakup jumlah penumpang, jumlah ton barang, dan total pendapatan.

KAI's sustainability initiatives and efforts have succeeded in reducing the intensity of energy use in all comparisons including the number of passengers, the number of tons of goods, and total revenue.

**Intensitas Energi [GRI 302-3]**

**Energy Intensity [GRI 302-3]**

| Energi / Energy                                                                   | Satuan / Unit                                | 2024        | 2023        | 2022        |
|-----------------------------------------------------------------------------------|----------------------------------------------|-------------|-------------|-------------|
| Total Penggunaan Energi / Energy Usage Amount                                     | GJ                                           | 11.852.685  | 11.682.199  | 10.211.194  |
| Jumlah Produksi / Production Quantity                                             | Penumpang / Passenger                        | 453.343.189 | 388.776.603 | 284.448.804 |
| Intensitas Pemakaian Energi per Penumpang / Energy Usage Intensity per Passenger  | Gigajoules/ Penumpang / Gigajoules/Passenger | 0,026       | 0,030       | 0,036       |
| Jumlah Produksi Angkutan Barang / Cargo Production Quantity                       | Ton Barang / Ton Cargo                       | 69.201.670  | 63.694.966  | 58.006.880  |
| Intensitas Pemakaian Energi per Ton Barang / Energy Usage Intensity per Ton Cargo | Gigajoules/Ton Barang / Gigajoules/Ton Cargo | 0,171       | 0,183       | 0,176       |
| Total Pendapatan / Total Revenue                                                  | Rp Miliar / Rp Billion                       | 36.108.216  | 35.106.535  | 25.577.639  |
| Intensitas Pemakaian Energi per Pendapatan / Energy Usage Intensity per Revenue   | Gigajoules/Rp Miliar / Gigajoules/Rp Billion | 0,328       | 0,333       | 0,407       |

Perhitungan rasio intensitas energi menggunakan konsumsi energi dalam organisasi (KAI) [GRI 302-3] / The energy intensity ratio is calculated using energy consumption within the organization (KAI). [GRI 302-3]

Pada tahun 2024, KAI berhasil menunjukkan adanya penurunan intensitas pemakaian energi yang digunakan untuk aktivitas operasional Perusahaan. Intensitas pemakaian energi tercatat sebesar 0,328 GJ/Rp Miliar, menurun 1,50% dibandingkan dengan intensitas pemakaian energi tahun sebelumnya sebesar 0,333 GJ/Rp Miliar. KAI juga memastikan bahwa data konsumsi energi sepanjang tahun 2024 telah dihitung oleh internal Perusahaan dengan menggunakan metode yang relevan dan dapat dipertanggungjawabkan.

In 2024, KAI successfully demonstrated a reduction in the intensity of energy consumption used for the Company's operational activities. The energy usage intensity was recorded at 0.328 GJ/Rp billion, which decreased by 1.50% compared to the previous year's energy usage intensity of 0.333 GJ/Rp billion. KAI also ensured that energy consumption data throughout 2024 was calculated internally using relevant and accountable methods.

Terkait konsumsi energi di luar organisasi, KAI belum melakukan penghitungan. Namun KAI secara konsisten melakukan komunikasi kepada para mitra kerja untuk melakukan pencatatan energi sebagai upaya nyata atas pelaksanaan inisiatif-inisiatif pengurangan konsumsi energi. Saat ini, KAI sedang menyusun mekanisme pelaporan konsumsi energi dari mitra kerja melalui integrasi dalam sistem monitoring lingkungan yang ditargetkan dapat mulai berjalan secara bertahap pada tahun 2026. Dengan demikian, penyajian informasi mengenai konsumsi energi di luar organisasi direncanakan dapat dilakukan pada laporan keberlanjutan periode tahun buku 2026. [GRI 302-2]

Regarding energy consumption outside the organization, KAI has not yet conducted calculations. However, KAI consistently communicates with its partners to record energy consumption as a concrete effort to implement energy reduction initiatives. KAI is currently developing a mechanism for reporting energy consumption from its partners through integration into an environmental monitoring system, targeted to begin operating gradually in 2026. Thus, the presentation of information on energy consumption outside the organization is planned to be carried out in the sustainability report for the 2026 fiscal year. [GRI 302-2]

**Kebijakan Penggunaan Energi Baru Terbarukan dan Implementasinya**

**New and Renewable Energy Policy and Its Implementation**

KAI menerapkan kebijakan dalam penggunaan energi baru terbarukan dalam aktivitas operasi Perusahaan sebagai wujud kontribusi bagi pemenuhan tujuan-tujuan pembangunan berkelanjutan (Sustainable Development Goals/SDGs).

KAI has implemented a renewable energy policy in its operational activities as part of its commitment to achieving the Sustainable Development Goals (SDGs). This policy is governed by the Health, Safety, Security, and Environment

Kebijakan tersebut diatur dalam Kebijakan *Health, Safety, Security, and Environment* (HSSE) Nomor: KS.102/XII/1/KA-2022 dan Kebijakan Keberlanjutan Nomor:KL.504/IX/13/KA-2024, yang secara khusus menyatakan tujuan KAI dalam mengadaptasi perubahan iklim dengan ikut berkontribusi menurunkan emisi karbon antara lain melalui penerapan penggunaan energi baru terbarukan dalam aspek lingkungan.

Untuk mendukung pelaksanaan Kebijakan HSSE dan Kebijakan Keberlanjutan berjalan optimal, sepanjang tahun 2024 KAI telah mensosialisasikan kepada seluruh wilayah operasional KAI baik secara digital (melalui *Rail Document System* maupun *E-Office*), maupun sosialisasi secara langsung kepada jajaran Daop, Divre, dan Anak Perusahaan yang dipasang pada Kantor, Stasiun, serta Unit Pelayanan Teknis lainnya. Kebijakan HSSE dan Kebijakan Keberlanjutan diwujudkan dalam bentuk sejumlah kegiatan, antara lain penggunaan bahan bakar B35, pemasangan panel surya di sejumlah stasiun, serta penggunaan kendaraan berbasis listrik pada aktivitas operasional.

Untuk pelaporan konsumsi energi di luar organisasi, per 31 Desember 2024 KAI belum melakukannya. Hal ini disebabkan belum terdapatnya data yang cukup untuk dilakukan pelaporan penghitungan energi di luar organisasi. KAI berkomitmen untuk terus meningkatkan kualitas pendataan mengenai konsumsi di luar organisasi Perseroan melalui komunikasi dengan berbagai pihak terkait. **[GRI 302-2, 302-4]**

#### Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan [OJK F.7] [GRI 3-3, 302-4, 302-5]

KAI melakukan upaya pencapaian efisiensi energi dengan cara penghematan listrik sebagai langkah mengurangi dampak lingkungan dari aktivitas Perusahaan sekaligus mendukung program Pemerintah mewujudkan *net zero emission* pada tahun 2060. Pada tahun 2024 penggunaan listrik KAI secara keseluruhan mengalami penurunan dibandingkan tahun 2023. KAI terus menjalankan komitmennya dalam meningkatkan efisiensi energi melalui penggunaan teknologi hemat energi dan praktik operasional yang berkelanjutan serta penerapan inovasi berupa penggunaan energi terbarukan, yaitu tenaga surya untuk memenuhi kebutuhan listrik.

(HSSE) Policy No. KS.102/XII/1/KA-2022 and the Sustainability Policy No. KL.504/IX/13/KA-2024, which specifically outline KAI's objectives in climate change adaptation by contributing to carbon emission reduction. This includes, among other measures, the implementation of renewable energy initiatives within environmental aspects.

To ensure effective implementation of the HSSE and Sustainability Policies, throughout 2024, KAI has conducted comprehensive dissemination programs across all KAI operational areas. These awareness campaigns have been delivered through both digital channels (via the Rail Document System and E-Office platforms) and in-person sessions for Operational Area, Regional Division, and Subsidiary personnel, with policy materials displayed at the office, stations, and other technical service units. The HSSE and Sustainability Policies have been operationalized through various initiatives, including the implementation of B35 biofuel, the installation of solar panels at multiple stations, and the deployment of electric vehicles for operational activities.

As of December 31, 2024, KAI has not reported on energy consumption outside the organization. This is due to the lack of sufficient data to report on energy calculations outside the organization. KAI is committed to continuously improving the quality of data collection on the Company's external consumption through communication with various relevant parties. **[GRI 302-2, 302-4]**

#### Energy Efficiency Efforts and Renewable Energy Adoption [OJK F.7] [GRI 3-3, 302-4, 302-5]

KAI is actively pursuing energy efficiency through electricity conservation measures, which serve to reduce both the Company's environmental footprint while supporting the Government's net zero emission targets by 2060. In 2024, electricity consumption at KAI's headquarters increased compared to 2023 levels. The Company maintains its commitment to improving energy efficiency by implementing energy-saving technologies, adopting sustainable operational practices, and introducing renewable energy solutions, particularly solar power generation to meet electricity demands.

#### Proporsi Penggunaan Kereta Listrik

| Proportion of Electric Train Usage         |                              |                         |
|--------------------------------------------|------------------------------|-------------------------|
| Jenis Kereta / Type of Trains              | Jumlah Armada / Total Fleets | Persentase / Percentage |
| Kereta Listrik / Electrical Trains         | 246                          | 2,2%                    |
| Kereta Non Listrik / Non Electrical Trains | 10.940                       | 97,8%                   |
| <b>Jumlah / Total</b>                      | <b>11.186</b>                | <b>100%</b>             |



## 2022

**Sudah Operasional**  
Already Operated

**Stasiun Gambir 40.5 kWP**  
Gambir Station 45,5 kWp

**Gedung JRC 40 kWP**  
JRC Building 40 kWp

## 2023

**Sudah Operasional**  
Already Operated

**40 Stasiun**  
40 Stations

**Instalasi PLTS di 15 stasiun**  
PLTS Installation in 15 stations

**Balai Yasa Manggarai (Sudah operasional)**  
Already Operated

**Instalasi PLTS di 15 stasiun**  
PLTS Installation in 15 station

**Balai Yasa Yogyakarta (Implementasi tahap I 33 kWP)**  
33 kWp phase I Implementation



## 2024

**Sudah Operasional**  
Already Operated

**Balai Yasa Yogyakarta 309,65 kWP**

**Implementasi**  
Implementation

BY Surabaya 180,4 KWP  
BY Tegal 353,65 KWP  
BY Lahat 396 KWP  
Kantor Divre III 122 KWP  
BNI City Station 38,5 KWP  
Batu Ceper Station 28,6 KWP  
GK Soka 7,2 KWP  
GK Cipinang 7,2 KWP

Padalarang Station 82,5 KWP  
Cimahi Station 105 KWP  
Bandung Station 60,5 KWP  
Bandung Office 40,7 KWP  
GK Banjar 11,5 KWP  
Banjar Station 15,4 KWP  
GK Kertosono 14,3 KWP  
Medan Station 39,6 KWP  
Padang Station 39,6 KWP  
Tanjungkarang Station 40,7 KWP

## 2025

**Sudah Operasional**  
Already Operated

**Implementasi**  
Implementation

1. Bandung Head Office  
2. Balai Jembatan  
3. BY Sintel  
4. BY Mekanik Cirebon  
5. Record Center  
6. Gedung JRC Tahap II  
7. Gambir Station Phase II  
8. Rumah Dinas Brawijaya  
9. GK Nusa Indah  
10. Griya Karya Ciremai  
11. Kiaracondong Station

12. Tasik Station  
13. Daop 4 Semarang Head Office  
14. Klaten Station  
15. Wates Station  
16. Daop 8 Surabaya Head Office  
17. Divre II Head Office  
18. Divre IV Head Office  
19. BY Pulubrayan  
20. Depo Simpang



## Implementasi PLTS tahun 2024

## Solar Panel Implementation in 2024

| Jumlah Titik Pemasangan PLTS /<br>PLTS Installation Points    | Total Kapasitas PLTS (KWP) /<br>Total PLTS Capacity (KWP) | Pengurangan Emisi CO <sub>2</sub> Nov-Des<br>2024 (Ton CO <sub>2</sub> ) / CO <sub>2</sub> Emission<br>Reduction Nov-Dec 2024 (Ton CO <sub>2</sub> ) |
|---------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Balai Yasa Yogyakarta / Yogyakarta Railway Workshop           | 342,65                                                    | 96,11                                                                                                                                                |
| Balai Yasa Lahat / Lahat Railway Workshop                     | 422,40                                                    | 118,48                                                                                                                                               |
| Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | 194,70                                                    | 54,61                                                                                                                                                |
| Balai Yasa Tegal / Tegal Railway Workshop                     | 352,55                                                    | 98,89                                                                                                                                                |
| Divre III Palembang / Palembang III Regional Division         | 122,10                                                    | 34,25                                                                                                                                                |
| Stasiun Tanjung Karang / Tanjung Karang Station               | 50,00                                                     | 14,03                                                                                                                                                |
| Stasiun Medan / Medan Station                                 | 40,00                                                     | 11,22                                                                                                                                                |
| Stasiun Padang / Padang Station                               | 40,00                                                     | 11,22                                                                                                                                                |
| Stasiun Banjar / Banjar Station                               | 15,00                                                     | 4,21                                                                                                                                                 |
| Stasiun Bandung / Bandung Station                             | 60,50                                                     | 16,97                                                                                                                                                |
| Stasiun Bandung Skybridge / Bandung Skybridge Station         | 50,00                                                     | 14,03                                                                                                                                                |
| Stasiun BNI City / BNI City Station                           | 14,30                                                     | 4,01                                                                                                                                                 |
| Stasiun Batu Ceper / Batu Ceper Station                       | 38,50                                                     | 10,80                                                                                                                                                |
| Stasiun Padalarang / Padalarang Station                       | 30,00                                                     | 8,42                                                                                                                                                 |
| Stasiun Cimahi / Cimahi Station                               | 30,00                                                     | 8,42                                                                                                                                                 |
| Daop II Bandung / Bandung II Operational Area                 | 40,00                                                     | 11,22                                                                                                                                                |
| Griya Karya Soka / Karya Soka Work House                      | 40,00                                                     | 11,22                                                                                                                                                |
| Griya Karya Cipinang / Cipinang Work House                    | 7,20                                                      | 2,02                                                                                                                                                 |
| Griya Karya Banjar / Banjar Work House                        | 10,00                                                     | 2,81                                                                                                                                                 |
| Griya Karya Kertosono / Kertosono Work House                  | 14,30                                                     | 4,01                                                                                                                                                 |
| <b>Total</b>                                                  | <b>1.914,20</b>                                           | <b>118,48</b>                                                                                                                                        |

Pada tahun 2024, KAI merealisasikan berbagai investasi strategis sebagai bagian dari komitmen Perusahaan untuk meningkatkan efisiensi penggunaan energi dan mendukung transisi menuju energi bersih. Salah satu fokus utama adalah pengembangan dan pemanfaatan inovasi teknologi melalui pemasangan Pembangkit Listrik Tenaga Surya (PLTS) sebagai sumber energi terbarukan yang ramah lingkungan.

Perusahaan mengalokasikan biaya investasi sebesar Rp24.282.642.847,- yang mencakup kegiatan perencanaan, penelitian, pengembangan teknologi, hingga pemasangan dan integrasi PLTS pada 22 lokasi strategis. Lokasi tersebut meliputi 5 Balai Yasa, 1 Kantor Divre, 1 Kantor Daop, 11 Stasiun, serta 4 Griya Karya. Dengan demikian hingga 31 Desember 2024, penggunaan panel surya telah diimplementasikan di beberapa lokasi yakni Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III.

In 2024, KAI realized various strategic investments as part of its commitment to increasing energy efficiency and supporting the transition to clean energy. One key focus would be the development and utilization of technological innovation through the installation of Solar Power Plants (PLTS) as an environmentally friendly, renewable energy source.

The Company allocated an investment budget of Rp24,282,642,847, covering planning, research, technology development, and installation and integration of PLTS at 22 strategic locations. These locations include 5 Railway Workshops, 1 Regional Division Office, 1 Operational Area Office, 11 Stations, and 4 Work House facilities. Therefore, as of December 31, 2024, solar panel implementation has been completed at several locations, including the Jakarta Railway Center building, 53 KAI stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, Tegal Railway Workshop, Soka GK, Cipinang GK, Banjar GK, Kertosono GK, Operational Area 2 Office, and Regional Division III Office.

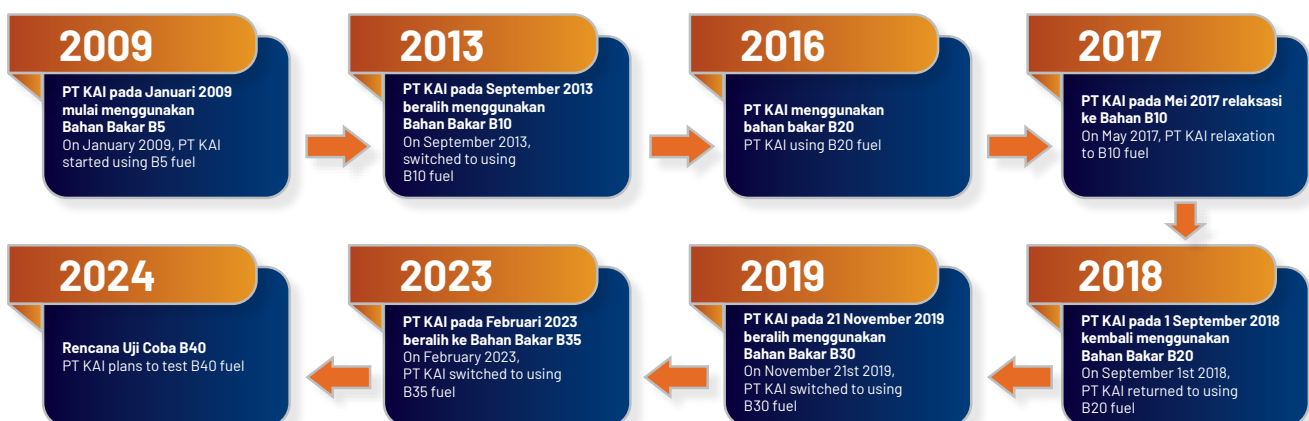
Investasi ini tidak hanya bertujuan untuk menekan konsumsi energi berbasis fosil, tetapi juga untuk mengurangi emisi gas rumah kaca serta biaya operasional jangka panjang. Melalui pendekatan ini, KAI memastikan bahwa inovasi dan R&D menjadi pilar penting dalam mencapai target efisiensi energi perusahaan sekaligus mendukung agenda keberlanjutan nasional.

This investment aims not only to reduce fossil-based energy consumption, but it is also to reduce greenhouse gas emissions and long-term operational costs. Through this approach, KAI ensures that innovation and R&D are crucial pillars in achieving the Company's energy efficiency targets while supporting the national sustainability agenda.



KAI berkomitmen untuk mendukung program pemerintah mewujudkan *net zero emission* melalui berbagai langkah strategis. Berawal dari komitmen tersebut, KAI telah mengganti penggunaan bahan bakar solar dengan bahan bakar biosolar, yang terbuat dari solar yang dicampur dengan minyak nabati yang bersumber dari tanaman seperti jarak dan kelapa sawit. Penggunaan bahan bakar biosolar sudah diinisiasi pemerintah sejak 2009. Penelitian dan pengembangan perlahan menaikkan persentase sumber terbarukan dari 5% minyak nabati menjadi 40% minyak nabati sebagaimana *flowchart* berikut:

KAI is committed to supporting the government's program to realize net zero emissions through various strategic steps. Based on the commitment, KAI has replaced the use of diesel fuel with biodiesel fuel, which is made from diesel mixed with vegetable oils sourced from plants such as castor and palm oil. The use of biodiesel fuel has been initiated by the government since 2009. Research and development have slowly increased the percentage of renewable sources from 5% vegetable oil to 40% vegetable oil as shown in the following flowchart:





Pada tahun 2025 KAI berencana mewujudkan bisnis yang ramah lingkungan ditunjukkan melalui penerapan B40 untuk kereta api. Uji penggunaan pada KA dilakukan untuk bahan bakar mesin lokomotif dan mesin genset KA. Uji penggunaan mesin lokomotif dilakukan pada satu kereta barang rute Jakarta-Surabaya, sedangkan uji genset dilakukan pada KA Bogowonto rute Lempuyangan-Pasar Senen. Untuk melakukan uji penggunaan, KAI membangun fasilitas *blending* (pencampuran bahan bakar) dan pengisian bahan bakar di 5 (lima) Lokasi, yaitu Cipinang (Jakarta), Aryawinangun (Cirebon), Lempuyangan (Yogyakarta), Cepu (Blora), dan Pasar Turi (Surabaya).

Selain itu, KAI juga telah melaksanakan pelatihan khusus terkait manajemen energi yang bertujuan untuk meningkatkan kesadaran dalam menurunkan konsumsi energi yang berlebihan. Pelatihan ini merupakan bentuk investasi KAI yang sejalan dengan strategi keberlanjutan, serta upaya konstruktif mengembangkan kapabilitas sumber daya manusia yang terlibat di dalamnya. Berikut ini merupakan informasi mengenai pelatihan khusus terkait manajemen energi yang dilakukan oleh KAI pada tahun 2024:

In 2025, KAI aims to implement environmentally friendly practices by adopting B40 fuel for trains. A use test was conducted to evaluate the performance of this biofuel in locomotive engines and train generator engines. The test for locomotive engines took place on a freight train operating the Jakarta-Surabaya route, while the generator engine test was conducted on the Bogowonto train along the Lempuyangan-Pasar Senen route. To facilitate these tests, KAI established blending (fuel mixing) and refueling facilities at 5 (five) locations: Cipinang (Jakarta), Aryawinangun (Cirebon), Lempuyangan (Yogyakarta), Cepu (Blora), and Pasar Turi (Surabaya).

In addition, KAI has also conducted special training related to energy management aimed at increasing awareness in reducing excessive energy consumption. This training is a form of KAI's investment in line with the sustainability strategy, as well as a constructive effort to develop the capabilities of the human resources involved in it. Information regarding special training related to energy management conducted by KAI in 2024 is as follows:

| Materi Jenis Pelatihan / Types of Training                                         | Penyelenggara / Organizers | Objective Pelatihan / Training Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pelatihan dan Sertifikasi GRC dan ESGRC / GRC and ESGRC Training and Certification | NTRINSICS                  | Untuk meningkatkan kompetensi, meningkatkan pengetahuan, dan keterampilan eksekutif di bidang GRC serta ESGRC. / To improve competency, enhance knowledge, and executive skills in the field of GRC and ESGRC.<br><br>Pelatihan dan sertifikasi ini meliputi Kepatuhan, Tata Kelola Perusahaan, Manajemen Risiko, Manajemen K3L. / This training and certification includes Compliance, Corporate Governance, Risk Management, OHSE Management.                                                                                                          |
| Pelatihan ESG / ESG Training                                                       | CRMS                       | Untuk meningkatkan kompetensi dalam memahami dasar dasar ESG dan membantu pengelolaan risiko yang lebih baik. / To improve competency in understanding the basics of ESG and help better risk management.<br><br>Pelatihan ini meliputi Manajemen Risiko, Manajemen Bisnis Berkelanjutan, Perencanaan Strategis Perusahaan (Corporate Strategic Planning), Hubungan Pemangku Kepentingan, Manajemen K3L. / This training includes Risk Management, Sustainable Business Management, Corporate Strategic Planning, Stakeholder Relations, OHSE Management |

## Pelatihan dan Sertifikasi GRC dan ESGRC

### Objective Pelatihan

Pelatihan GRC dan ESGRC bagi BUMN membahas pentingnya penerapan *Governance, Risk, and Compliance* (GRC) yang terintegrasi dengan prinsip *Environmental, Social, and Governance* (ESG) dalam memperkuat daya saing dan tata kelola perusahaan negara. Materi pelatihan mencakup urgensi ESG bagi BUMN, kaitannya dengan regulasi nasional dan standar global seperti GRI, TCFD, TNFD, IFRS S1/S2, serta prinsip UN Global Compact dan ISO 37301. Selain itu, pelatihan ini juga mengangkat isu-isu iklim yang relevan bagi BUMN, termasuk transisi menuju *Net Zero Emission*, manajemen risiko perubahan iklim, strategi efisiensi energi dan air, serta peran BUMN dalam mendukung target nasional melalui praktik keberlanjutan yang terukur.

## GRC and ESGRC Training and Certification

### Training Objective

GRC and ESGRC training for State-Owned Enterprises discusses the importance of implementing Governance, Risk, and Compliance (GRC) integrated with Environmental, Social, and Governance (ESG) principles to fortify the competitiveness and governance of state-owned enterprises. The training covers the urgency of ESG for State-Owned Enterprises, its relationship to national regulations and global standards such as GRI, TCFD, TNFD, IFRS S1/S2, as well as the principles of the UN Global Compact and ISO 37301. Additionally, the training addresses climate issues relevant to State-Owned Enterprises, including the transition to Net Zero Emissions, climate change risk management, energy and water efficiency strategies, and the role of State-Owned Enterprises in supporting national targets through measurable sustainability practices.

## ASPEK AIR

### Penggunaan Air [OJK F.8][GRI 3-3, 303-1]

Kegiatan usaha KAI dibidang transportasi massal perkeretaapian yang melayani jutaan masyarakat, membutuhkan air bersih setiap harinya. Kebutuhan air bersih digunakan untuk keperluan domestik pekerja dan penumpang seperti kebutuhan di kamar kecil (toilet), wudhu dan lain sebagainya. Selain itu, air bersih juga digunakan dalam kegiatan operasional KAI, terutama untuk pencucian kereta dan gerbong setiap harinya, guna menjaga kebersihan dan kenyamanan sarana transportasi.

Sumber air yang digunakan oleh KAI sebagian besar berasal dari Perusahaan Daerah Air Minum (PDAM) dan air tanah. Perseroan menggunakan air tanah yang dipompa dengan mesin tanah, jika sewaktu-waktu PDAM bermasalah. Untuk menjaga ketersediaan air bersih, KAI melakukan berbagai upaya efisiensi penggunaan air. KAI mendorong pekerja untuk bijak dalam menggunakan air bersih. Di samping itu, KAI senantiasa memastikan penggunaan air secara internal dan untuk prosedur kebersihan dilakukan secara hemat terutama pada kawasan-kawasan operasional yang merupakan daerah rawan kekeringan.

Selain mengupayakan efisiensi penggunaan air, KAI juga terus berinovasi dalam pengelolaan air secara berkelanjutan. KAI telah mengadopsi teknologi ramah lingkungan dengan mengimplementasikan sistem *automatic train wash plant* (ATWP) di Lintas Raya Terpadu (LRT) Jakarta, Bogor, Depok, dan Bekasi (Jabodebek). Dengan sistem tersebut, pencucian kereta dilakukan secara otomatis dengan efisiensi tinggi dan penggunaan air yang lebih sedikit.

Teknologi ATWP dilengkapi dengan *water treatment system*, yang mengolah air bekas pencucian agar dapat digunakan kembali. Dengan teknologi tersebut, air yang sebelumnya digunakan untuk membersihkan kereta akan disaring untuk memisahkan kotoran, seperti tanah, pasir, oli, dan lemak. Proses tersebut memungkinkan pengurangan konsumsi air baru secara signifikan dan mendukung prinsip daur ulang air secara berkelanjutan. Selain itu, air yang digunakan untuk pembilasan akhir pada sistem ATWP adalah *demineralizing water*, yaitu air murni yang bebas dari mineral dan bahan kimia. **[GRI 303-2]** Hal itu tidak hanya menjaga kualitas kebersihan kereta, tetapi juga memastikan dampak lingkungan yang minimal. Dengan berbagai upaya efisiensi air yang dilakukan, KAI terus berkomitmen untuk mendukung pelestarian sumber daya air.

## WATER ASPECT

### Water Usage [OJK F.8][GRI 3-3, 303-1]

KAI's business activities in mass rail transportation, serving millions of people daily, require substantial clean water supplies. The clean water is used for domestic needs of employees and passengers, including restroom (toilet) facilities, ablution areas, and other similar requirements. In addition, clean water is utilized for KAI's operational activities, particularly for the daily washing of trains and carriages to maintain cleanliness and comfort of transportation facilities.

The water sources used by KAI primarily come from Local Water Utilities (PDAM) and groundwater. The Company utilizes groundwater extracted by pumps as backup in the event that PDAM experiences service disruptions. To ensure clean water availability, KAI implements various water efficiency measures. KAI encourages employees to use water resources wisely. Furthermore, KAI consistently ensures water is used efficiently for both internal purposes and cleaning procedures, especially in operational areas prone to drought conditions.

In addition to water efficiency efforts, KAI continues to innovate in sustainable water management. The Company has adopted environmentally friendly technology by implementing Automatic Train Wash Plants (ATWP) for the Jakarta, Bogor, Depok, and Bekasi (Jabodebek) LRT system. This advanced system enables efficient, automated train washing with significantly reduced water consumption.

The ATWP system incorporates a water treatment facility that processes used wash water for reuse. Through this technology, water previously used for train cleaning undergoes filtration to remove contaminants such as dirt, sand, oil, and grease. This process enables substantial reduction in freshwater consumption while supporting sustainable water recycling principles. Furthermore, the ATWP system utilizes demineralized water for final rinsing - purified water free from minerals and chemicals. **[GRI 303-2]** This approach not only maintains train cleanliness standards but also minimizes environmental impact. Through these comprehensive water management initiatives, KAI remains committed to supporting water resource conservation.

Untuk mengetahui penggunaan air, KAI melakukan perhitungan secara terperinci penggunaan air pada kantor pusat, seluruh unit di wilayah operasional, dan anak perusahaan, dengan hasil sebagai berikut:

To monitor water usage, KAI conducts detailed tracking of water consumption across its head office, all operational units, and subsidiaries, with the following results:

#### Penggunaan Air KAI [GRI 303-3, 303-5]

#### KAI Water Use [GRI 303-3, 303-5]

| No.                      | Uraian /<br>Description                                       | Air Permukaan (Megaliter) /<br>Surface Water (Megaliter) |        |        | Air Bawah Tanah (Megaliter) /<br>Groundwater (Megaliter) |        |       | Air PDAM (Megaliter) /<br>PDAM Water (Megaliter) |        |       |
|--------------------------|---------------------------------------------------------------|----------------------------------------------------------|--------|--------|----------------------------------------------------------|--------|-------|--------------------------------------------------|--------|-------|
|                          |                                                               | 2024                                                     | 2023   | 2022   | 2024                                                     | 2023   | 2022  | 2024                                             | 2023   | 2022  |
| 1                        | Kantor Pusat / Head Office                                    | 0                                                        | 0      | 0      | 0                                                        | 24,00  | 21,6  | 7,45                                             | 7,56   | 6,80  |
| Per Wilayah / Per Region |                                                               |                                                          |        |        |                                                          |        |       |                                                  |        |       |
| 2                        | DAOP 1 Jakarta / Operation Area 1 Jakarta                     | 0                                                        | 0      | 0      | 0                                                        | 26,76  | 26,15 | 0                                                | 23,160 | 29,31 |
| 3                        | DAOP 2 Bandung / Operation Area 2 Bandung                     | 0                                                        | 0      | 0      | 64,09                                                    | 5,10   | 5,10  | 0                                                | 10,85  | 24,43 |
| 4                        | DAOP 3 Cirebon / Operation Area 3 Cirebon                     | 0                                                        | 0      | 0      | 73,94                                                    | 0      | 0     | 5,58                                             | 4,92   | 4,14  |
| 5                        | DAOP 4 Semarang / Operation Area 4 Semarang                   | 0                                                        | 0      | 0      | 142,6                                                    | 0      | 0     | 2,09                                             | 1,99   | 2,34  |
| 6                        | DAOP 5 Purwokerto / Operation Area 5 Purwokerto               | 0                                                        | 0      | 0      | 66,27                                                    | 65,48  | 74,48 | 10,67                                            | 3,80   | 3,34  |
| 7                        | DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta               | 0                                                        | 0      | 0      | 129,23                                                   | 12,05  | 10,12 | 0                                                | 2,45   | 2,24  |
| 8                        | DAOP 7 Madiun / Operation Area 7 Madiun                       | 0                                                        | 0      | 0      | 6,20                                                     | 8,30   | 8,30  | 5,48                                             | 3,15   | 5,15  |
| 9                        | DAOP 8 Surabaya / Operation Area 8 Surabaya                   | 0                                                        | 16,43  | 13,96  | 0                                                        | 10,05  | 10,05 | 53,00                                            | 46,00  | 40,52 |
| 10                       | DAOP 9 Jember / Operation Area 9 Jember                       | 19,34                                                    | 17,63* | 37,70* | 0                                                        | 0      | 0     | 0                                                | 17,63  | 37,69 |
| 11                       | DIVRE I Sumatera Utara / Regional Division I North Sumatera   | 0                                                        | 0      | 0      | 0,000096                                                 | 0,06*  | 0,05* | 15,65                                            | 0      | 12,34 |
| 12                       | DIVRE II Sumatera Barat / Regional Division II West Sumatera  | 3,56                                                     | 0      | 2,07   | 0                                                        | 0      | 4,79  | 26,29                                            | 2,05   | 5,38  |
| 13                       | DIVRE III Palembang / Regional Division III Palembang         | 91,51                                                    | 9,80   | 1,34   | 0                                                        | 0      | 0,38  | 0                                                | 0      | 10,25 |
| 14                       | DIVRE IV Tanjung Karang / Regional Division IV Tanjung Karang | 0                                                        | 0      | 0      | 36,50                                                    | 35,16  | 36,49 | 0                                                | 0      | 3,78  |
| 15                       | BY Manggarai                                                  | 0                                                        | 0      | 0      | 6,13                                                     | 11,41* | 2,15  | 0                                                | 0      | 0     |
| 16                       | BY Yogyakarta                                                 | 0                                                        | 0      | 0      | 40,13                                                    | 43,60  | 46,88 | 0                                                | 0      | 0     |
| 17                       | BY Lahat                                                      | 0                                                        | 0      | 172,80 | 14,75                                                    | 7,80   | 7,60  | 0                                                | 0      | 0     |
| 18                       | BY Surabaya Gubeng                                            | 0                                                        | 0      | 0      | 36,95                                                    | 14,93  | 15,11 | 0                                                | 0      | 4,87  |
| 19                       | BY Tegal                                                      | 0                                                        | 0      | 0      | 5,50                                                     | 5,50   | 5,90  | 0                                                | 0,80   | 0,41  |
| 20                       | BY Pulubrayan                                                 | 0                                                        | 0      | 0      | 3,96                                                     | 3,96   | 3,96  | 0                                                | 0      | 1,06  |

\*) Disajikan kembali dikarenakan terdapat perubahan data pada tahun 2023 dan 2022 sehubungan dengan perubahan metode pencatatan/pegumpulan data. / Restated due to changes in 2023 and 2022 related to changes in data recording/collection methods.

#### Total Penggunaan dan Pengambilan Air Berdasarkan Sumber [OJK F.8] [GRI 303-3]

#### Total Water Use and Withdrawal by Source [OJK F.8] [GRI 303-3]

| Air / Water                   | Satuan / Unit    | 2024          | 2023          | 2022          |
|-------------------------------|------------------|---------------|---------------|---------------|
| Air Permukaan / Surface Water | Megaliter        | 114,41        | 43,86         | 227,87        |
| Air Tanah / Groundwater       | Megaliter        | 626,25        | 274,16        | 279,11        |
| Air PDAM / PDAM Water         | Megaliter        | 179,57        | 124,36        | 194,05        |
| <b>Total</b>                  | <b>Megaliter</b> | <b>920,23</b> | <b>442,38</b> | <b>701,03</b> |

Jumlah konsumsi air KAI sebanding dengan jumlah air yang dibuang, sehingga total penggunaan dan pembuangan air adalah sama. Namun KAI belum melakukan pembuangan air berdasarkan tujuan secara rinci. Di tahun mendatang KAI akan melakukan penghitungan untuk meningkatkan upaya pelestarian lingkungan. **[GRI 303-4, 303-5]**

Pada tahun 2024, KAI telah mengimplementasikan strategi pengelolaan air dengan tepat. Hal ini tercermin melalui keberhasilan Perusahaan dalam menyediakan *Water Station* di sejumlah stasiun yang beroperasi. Penerapan *Water Station* ini bertujuan untuk menjaga Kesehatan Masyarakat melalui pemenuhan nutrisi mineralnya. Guna menjaga kualitas air yang baik, KAI telah melakukan pengujian laboratorium (baku mutu) berdasarkan Permenkes No.492 tahun 2010 tentang Persyaratan Kualitas air minum. Hingga akhir tahun 2024, Perseroan telah memiliki *Water Station* sebanyak 81 unit di 23 lokasi berbeda. Adapun rincian lokasi *water station* adalah sebagai berikut:

1. Stasiun Gambir
2. Stasiun Pasar Senen
3. Stasiun Bandung
4. Stasiun Kiaracondong
5. Stasiun Cirebon
6. Stasiun Cirebon Prujakan
7. Stasiun Semarang Tawang Bank Jateng
8. Stasiun Semarang Poncol
9. Stasiun Purwokerto
10. Stasiun Kutoarjo
11. Stasiun Yogyakarta
12. Stasiun Lempuyangan
13. Stasiun Solo Balapan
14. Stasiun Purwosari
15. Stasiun Madiun
16. Stasiun Kertosono
17. Stasiun Kediri
18. Stasiun Blitar
19. Stasiun Surabaya Gubeng
20. Stasiun Surabaya Pasar Turi
21. Stasiun Malang
22. Stasiun Jember
23. Stasiun Tanjung Karang

KAI's water consumption is equal to the amount of water discharged; therefore, the total usage and discharge of water are equal. However, KAI has not yet conducted detailed water disposal by purpose. KAI will conduct calculations in the coming year to improve environmental conservation efforts. **[GRI 303-4, 303-5]**

In 2024, KAI has implemented a proper water management strategy as reflected in the Company's success in providing *Water Stations* at a number of operating stations. The implementation of this *Water Station* aims to maintain Public Health by fulfilling its mineral nutrition. In order to maintain good water quality, KAI has conducted laboratory testing (quality standards) based on Regulation of the Minister of Health No. 492 of 2010 on Drinking Water Quality Requirements. By the end of 2024, the Company has 81 *Water Station* units, in 23 different locations. Details on the locations of the water stations are as follows:

1. Gambir Station
2. Pasar Senen Station
3. Bandung Station
4. Kiaracondong Station
5. Cirebon Station
6. Cirebon Prujakan Station
7. Semarang Tawang Bank Jateng Station
8. Semarang Poncol Station
9. Purwokerto Station
10. Kutoarjo Station
11. Yogyakarta Station
12. Lempuyangan Station
13. Solo Balapan Station
14. Purwosari Station
15. Madiun Station
16. Kertosono Station
17. Kediri Station
18. Blitar Station
19. Surabaya Gubeng Station
20. Surabaya Pasar Turi Station
21. Malang Station
22. Jember Station
23. Tanjung Karang Station

## Manajemen Dampak yang Berkaitan dengan Pembuangan Air [GRI 303-2]

KAI memahami pentingnya untuk menjaga kebersihan dan kualitas badan air seperti sungai, danau, dan laut karena merupakan sumber kehidupan bagi manusia dan makhluk hidup lainnya. Upaya menjaga badan air dilakukan oleh KAI dengan memastikan limbah yang dibuang ke lingkungan memenuhi standar baku mutu yang ditetapkan dan tidak mencemari sumber air. KAI melakukan pengujian terhadap kualitas air yang didaur ulang oleh Perusahaan.

Pengujian dilakukan dengan menggunakan laboratorium terakreditasi, guna memastikan bahwa kualitas air hasil daur ulang memenuhi standar dan aman untuk digunakan kembali dalam kegiatan operasional. Pengujian dilakukan pada tiap Daop dan Balai Yasa, sesuai dengan Peraturan Pemerintah (PP) Nomor 22 tahun 2021. Untuk memastikan kepatuhan terhadap peraturan lingkungan, Perseroan memberikan laporan kepada Kementerian KLHK dan Pemerintah setempat yang diberikan setiap 6 (enam) bulan sekali.

### Dampak Ekonomi dari Penghematan Air

Efisiensi penggunaan air tidak hanya berdampak positif terhadap pelestarian lingkungan, tetapi juga dapat membantu operasional KAI dalam menghemat biaya pengeluaran untuk PDAM dan biaya listrik pompa air tanah. KAI akan terus menerapkan keberlanjutan demi pelestarian lingkungan dan penguatan ekonomi.

## ASPEK KEANEKARAGAMAN HAYATI

### Dampak terhadap Keanekaragaman Hayati [OJK F.9]

Kegiatan bisnis KAI tidak berdampak secara langsung terhadap area konservasi atau memiliki keanekaragaman hayati. Walaupun demikian, KAI berkomitmen untuk menjaga dan mengelola dampak negatif terhadap ekosistem. KAI memastikan memenuhi seluruh persyaratan lingkungan mencakup Upaya Pengelolaan Lingkungan Hidup (UKL) dan Upaya Pemantauan Lingkungan Hidup (UPL), Analisis Mengenai Dampak Lingkungan (AMDAL), Dokumen Evaluasi Lingkungan Hidup (DELH) serta Dokumen Pengelolaan Lingkungan Hidup (DPLH).

Pada tahun 2024 KAI telah memiliki dan melaksanakan 37 UKL-UPL pada 12 wilayah operasional, 30 AMDAL yang berada di 7 wilayah, 12 DELH pada 4 wilayah operasional, serta 52 DPLH yang terletak pada 16 wilayah. KAI juga telah melakukan kajian untuk memetakan risiko operasional bisnis Perusahaan terhadap keanekaragaman hayati, yang telah dijabarkan dalam bab tata kelola keberlanjutan.

## Management of Water Discharge Impact [GRI 303-2]

KAI understands the importance of maintaining the cleanliness and quality of water bodies such as rivers, lakes, and seas as they are vital life sources for humans and other living creatures. KAI's efforts to protect water bodies include ensuring that waste discharged into the environment meets established quality standards and does not pollute water sources. KAI conducts testing on the quality of water recycled by the Company.

Testing is carried out using an accredited laboratory, to ensure that the quality of recycled water meets standards and is safe for reuse in operational activities. Testing is carried out at each Operational Area and Railway Workshop, in accordance with Government Regulation (PP) No. 22 of 2021. To ensure compliance with environmental regulations, the Company provides reports to the Ministry of Environment and Forestry and the local government every 6 (six) months.

### Economic Impact of Water Conservation

Water efficiency initiatives not only create positive environmental benefits but also help PT KAI reduce operational costs, including expenses for PDAM water supply and electricity for groundwater pumps. KAI remains committed to implementing sustainable practices to support both environmental preservation and economic strengthening.

## BIODIVERSITY ASPECT

### Impact on Biodiversity [OJK F.9]

KAI's business operations do not directly impact conservation areas or biodiversity-rich zones. Nevertheless, KAI remains committed to preventing and managing any potential negative impacts on ecosystems. The Company ensures compliance with all environmental requirements, including Environmental Management and Monitoring Efforts (UKL-UPL) Environmental Impact Assessments (AMDAL), Environmental Evaluation Document (DELH) and Environmental Management Document (DPLH).

In 2024, KAI has had and implemented 37 UKL-UPL in 12 operational areas, 30 AMDAL in 7 areas, 12 DELH in 4 operational areas, and 52 DPLH in 16 areas. KAI has also conducted a study to map the Company's business operational risks to biodiversity, which has been described in the sustainability governance chapter.



Selain itu, KAI berupaya kuat menghadirkan kontribusi positif terhadap upaya pelestarian lingkungan di sekitar area operasional melalui pelaksanaan Tanggung Jawab Sosial Lingkungan Peduli Lingkungan (KAI-Pling). Program KAI-Pling merupakan wujud nyata KAI dalam menyalurkan nilai manfaat terhadap lingkungan, sarana dan prasarana umum, pengelolaan sampah, serta penanaman pohon di wilayah operasional KAI. **[GRI 304-2]**

Untuk program penanaman pohon, dilakukan tidak hanya terbatas pada wilayah operasional Perusahaan, seperti area stasiun, perkantoran, dan sepanjang lintasan rel kereta api, namun juga di luar wilayah operasional bisnis Perseroan. Hal ini merupakan bukti nyata komitmen KAI dalam menjaga kelestarian lingkungan secara berkelanjutan. Sejalan dengan komitmen tersebut, Perseroan turut berkontribusi menyukseskan program BUMN Hijaukan Indonesia sebagai bentuk pelestarian lingkungan dan keanekaragaman hayati. **[GRI 304-3]**

#### **Usaha Konservasi Keanekaragaman Hayati [OJK F.10]**

Kegiatan usaha KAI dilaksanakan pada area yang seluruhnya tidak berada di dekat ataupun masuk ke dalam daerah konservasi atau yang memiliki keanekaragaman hayati untuk dilestarikan. Mengacu hal itu, maka tidak terdapat informasi mengenai usaha dan daftar spesies konservasi keanekaragaman hayati untuk diungkapkan pada bagian ini. **[GRI 304-4]** Walaupun demikian, KAI terus-menerus mendukung pelestarian keanekaragaman hayati, baik dalam bentuk penanaman pada area stasiun dan kantor KAI maupun penanaman untuk masyarakat eksternal di sekitar area operasional KAI. Selain itu, KAI juga telah melakukan pemutakhiran kebijakan terkait keanekaragaman hayati dan non-deforestasi dengan memenuhi ruang lingkup yang dibutuhkan serta memperluas cakupannya hingga ke pemasok dan mitra kerja.

Hingga tahun 2024, Perseroan telah melakukan penanaman pohon sebanyak 99.519 pohon, yang tersebar di stasiun dan kantor PT KAI sebanyak 38.558, untuk Masyarakat eksternal sebanyak 52.727, dan KAI Group sebanyak 3.234 pohon. Berikut ini merupakan informasi jumlah pohon yang ditanam oleh Perseroan selama 4 (empat) tahun terakhir:

Furthermore, KAI actively contributes to environmental conservation efforts around its operational areas through its Corporate Social and Environmental Responsibility Program - KAI Peduli Lingkungan (KAI-Pling). The KAI-Pling program demonstrates the Company's tangible contributions to environmental sustainability, including public infrastructure improvements, waste management systems, and tree planting initiatives within KAI's operational areas. **[GRI 304-2]**

The tree planting program extends beyond the Company's operational zones such as stations, offices, and railway tracks to areas outside KAI's business operations. This demonstrates KAI's concrete commitment to sustainable environmental preservation. Aligned with this commitment, the Company actively supports the "BUMN Hijaukan Indonesia" program as part of its environmental and biodiversity conservation efforts. **[GRI 304-3]**

#### **Biodiversity conservation efforts [OJK F.10]**

KAI's business operations are conducted in areas that are neither adjacent to nor located within conservation zones or biodiversity-rich areas requiring preservation. Therefore, there is no information regarding biodiversity conservation efforts or lists of species to disclose in this section. **[GRI 304-4]** Nevertheless, KAI continuously supports biodiversity conservation through tree planting initiatives both within KAI station and office areas, as well as in external communities surrounding KAI's operational zones. Moreover, KAI has also updated its policies related to biodiversity and non-deforestation by fulfilling the required scope and expanding its scope to suppliers and work partners.

As of 2024, the Company has planted 99,519 trees, spread across PT KAI stations and offices as many as 38,558, for the external community as many as 52,727, and KAI Group as many as 3,234 trees. Information on the number of trees planted by the Company during the last 4 (four) years:

| Tahun / Year | Jumlah Pohon / Number of Trees |
|--------------|--------------------------------|
| <b>2024</b>  | <b>5.216</b>                   |
| 2023         | 17.123                         |
| 2022         | 64.157                         |
| 2021         | 13.023                         |
| <b>Total</b> | <b>99.519</b>                  |

Pohon yang ditanam dari beragam spesies yang disesuaikan dengan lokasi penanamannya meliputi pohon mangrove, tabebuia, trembesi, buah-buahan, pule, aren, dan sebagainya. KAI juga mengikuti program Gerakan Kolaborasi “BUMN Hijaukan Indonesia” di wilayah sekitar proses bisnis KAI. Pengungkapan mengenai hal tersebut adalah sebagai berikut:

The planted trees consist of various species selected according to their planting locations, including mangrove, tabebuia, rain tree, fruit trees, pule, sugar palm, and others. KAI also participates in the collaborative “BUMN Hijaukan Indonesia” program in areas surrounding its business operations. The disclosure regarding these efforts is as follows:

#### Jenis Pohon yang Ditanam di Wilayah Operasi KAI

#### Types of Trees Planted in KAI Operational Areas

| No.                                                                                 | DAOP / Operation Area                                        | Jumlah Pohon / Total Trees | Jenis Pohon / Type of Tree                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Penanaman pada Stasiun dan Kantor KAI / Planting at KAI Stations and Offices</b> |                                                              |                            |                                                                                                                                                                                                                                         |
| 1                                                                                   | Daop 1 Jakarta / Operation Area 1 Jakarta                    | 441                        | Pohon Trembesi, Tabebuia, Miana, Musang King, Monting, Mangga Gincu, Mangga Arum Manis, Mangga KiuJay, Mangga Gedo. / Rain tree, Tabebuia, Miana, Musang King, Monting, Gincu Mango, Arum Manis Mango, KiuJay Mango, Gedo Mango.        |
| 2                                                                                   | Daop 2 Bandung / Operation Area 2 Bandung                    | 11.105                     | Pohon Trembesi, Tabebuia, Pule, Buah-Buahan, Cemara, Pucuk Merah, Bambu, Anset dan Tanaman Hias / Rain tree, Tabebuia, Blackboard tree, Fruits, Spruce, Red lip, Bamboo, Enset, and Ornamental plants                                   |
| 3                                                                                   | Daop 3 Cirebon / Operation Area 3 Cirebon                    | 2.182                      | Pohon Trembesi, Pucuk Merah dan Brokoli Kuning / Rain tree, Red lip and Yellow Broccoli                                                                                                                                                 |
| 4                                                                                   | Daop 4 Semarang / Operation Area 4 Semarang                  | 432                        | Pohon Pule, Trembesi dan Pucuk Merah / Blackboard tree, Rain tree, and Red lip                                                                                                                                                          |
| 5                                                                                   | Daop 5 Purwokerto / Operation Area 5 Purwokerto              | 773                        | Pohon Tabebuia, Ketapang, Kencana, Tanaman Hias dan Bunga / Tabebuia tree, Madagascar almond, Ornamental plants and Flowers                                                                                                             |
| 6                                                                                   | Daop 6 Yogyakarta / Operation Area 6 Yogyakarta              | 1.536                      | Tanaman Hias, Pohon Pule, dan Pohon Buah-Buahan / Ornamental plants, Blackboard tree, and Fruit trees                                                                                                                                   |
| 7                                                                                   | Daop 7 Madiun / Operation Area 7 Madiun                      | 2.258                      | Pohon Jengkol, Pucuk Merah, Pisang-Pisangan, dan Nusa Indah / Jengkol tree, Red lip, Bananas, and Nusa Indah                                                                                                                            |
| 8                                                                                   | Daop 8 Surabaya / Operation Area 8 Surabaya                  | 12.094                     | Pohon Ketapang, Pucuk Merah, Pule, Semarak, Tabebuia, Buah-Buahan dan Tanaman Hias / Country almond tree, Red lip, Blackboard tree, Flamboyant tree, Tabebuia, Fruits and Ornamental plants                                             |
| 9                                                                                   | Daop 9 Jember / Operation Area 9 Jember                      | 395                        | Pohon Pule / Blackboard tree                                                                                                                                                                                                            |
| 10                                                                                  | Divre I Sumatera Utara / Regional Division I North Sumatera  | 1.445                      | Pohon Ketapang Mini, Pucuk Merah, Buah-Buahan dan Bunga / Mini country almond tree, Red lip, Fruits and Flowers                                                                                                                         |
| 11                                                                                  | Divre II Sumatera Barat / Regional Division II West Sumatera | 1.236                      | Pohon Bonsai, Gading, Pucuk Merah, Asoka, Palm, Bougainvillea, Janda Bolong, Brokoli Kuning dan Tanaman Air / Bonsai tree, Ivory, Red shoots, Ashoka tree, Palm, Bougainvillea, Swiss cheese plant, Yellow broccoli, and Aquatic plants |

| No.                                                                                                              | DAOP /<br>Operation Area                                               | Jumlah Pohon /<br>Total Trees | Jenis Pohon /<br>Type of Tree                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12                                                                                                               | Divre III Palembang /<br>Regional Division III<br>Palembang            | 663                           | Penanaman Tanaman Hias Pucuk Merah, Pohon Trembesi, Tabeluya / Ornamental plants, Red lip, Rain tree, and Tabebuia                                                                                                                                                                                                                                         |
| 13                                                                                                               | Divre IV Tanjung Karang<br>/ Regional Division IV<br>Tanjung Karang    | 1.632                         | Pohon Mangga Harum Manis, Pohon Buah-Buahan, Bibit Alpukat Alligator, Bibit Durian, Bibit Kelengkeng / Arumanis mango tree, Fruit trees, Avocado seedlings, Durian seedlings, Longan seedlings                                                                                                                                                             |
| 14                                                                                                               | Balai Yasa Manggarai<br>/ Manggarai Railway<br>Workshop                | 394                           | Pohon Buah-buahan / Fruit trees                                                                                                                                                                                                                                                                                                                            |
| 15                                                                                                               | Balai Yasa Tegal / Tegal<br>Railway Workshop                           | 1.053                         | Pohon Buah-buahan / Fruit trees                                                                                                                                                                                                                                                                                                                            |
| 16                                                                                                               | Balai Yasa Surabaya<br>Gubeng / Surabaya<br>Gubeng Railway<br>Workshop | 394                           | Pohon Buah-buahan dan Tanaman Hias / Fruit trees and Ornamental plants                                                                                                                                                                                                                                                                                     |
| 17                                                                                                               | Balai Yasa Lahat / Lahat<br>Railway Workshop                           | 525                           | Pohon Buah-buahan / Fruit trees                                                                                                                                                                                                                                                                                                                            |
| <b>Penanaman bagi Masyarakat Eksternal / Planting for External Communities</b>                                   |                                                                        |                               |                                                                                                                                                                                                                                                                                                                                                            |
| 1                                                                                                                | Daop 1 Jakarta /<br>Operation Area 1<br>Jakarta                        | 800                           | Bantuan Pohon Buah-Buahan, Petai dan Pala, Beringin, Trembesi, Mahoni, Nangka Buah Untuk Penghijauan Yayasan Hutan Lestari Indonesia / Donation of Fruit Trees, Bitter bean and Nutmeg, Weeping fig, Rain tree, Mahogany, Jackfruit for reforestation of Indonesian Sustainable Forest Foundation                                                          |
| 2                                                                                                                | Daop 4 Semarang<br>/ Operation Area 4<br>Semarang                      | 12                            | Anting Putri, Cemara Udang, Bonsai Dollar, Jasmine, Bromelia / Water Jasmine, Australian Pine, Dollar Bonsai, Jasmine, Bromelia                                                                                                                                                                                                                            |
| 3                                                                                                                | Daop 6 Yogyakarta<br>/ Operation Area 6<br>Yogyakarta                  | 50.000                        | Bantuan Bibit Pohon Bambu, Aren, dan Beringin Untuk Penghijauan Sabuk Gunung Pemerintah Kabupaten Temanggung / Donation of Bamboo, Sugar palm and Weeping fig tree seeds for greening the mountain belt of the Temanggung Regency Government                                                                                                               |
| 4                                                                                                                | Daop 8 Surabaya /<br>Operation Area 8<br>Surabaya                      | 765                           | Bantuan Pohon Cemara Laut / Donation of Sea Pine Tree                                                                                                                                                                                                                                                                                                      |
| 5                                                                                                                | Divre I Sumatera Utara<br>/ Regional Division I<br>North Sumatera      | 6.000                         | Bantuan Pohon Mangrove untuk Kelompok Tani Cinta Mangrove Gambus Laut Batubara Sumatera Utara / Mangrove tree donation for the Cinta Mangrove Gambus Laut Batubara Farmer Group, North Sumatra                                                                                                                                                             |
| 6                                                                                                                | Divre IV Tanjung Karang<br>/ Regional Division IV<br>Tanjung Karang    | 150                           | Bantuan Pohon Buah-Buahan Untuk Penghijauan Desa Belatung Ogan Komering Ulu Lampung / Donation of fruit trees for the greening of Belatung Village, Ogan Komering Ulu, Lampung                                                                                                                                                                             |
| <b>Penanaman Pohon di PT Kereta Api Indonesia (Persero) / Tree Planting at PT Kereta Api Indonesia (Persero)</b> |                                                                        |                               |                                                                                                                                                                                                                                                                                                                                                            |
| 1                                                                                                                | KAI Commuter                                                           | 2.930                         | Pohon Jambu Kristal, Jambu Air, Mangga, Kedondong, Sawo, Palem Kuning, Plam Komodoria, Puring, Karet Kebo, Durian, Tabebuia / Crystal Guava Tree, Water Guava, Mango, Ambarella, Sapodilla, Yellow Palm, Komodoria Palm, Croton, Rubber Tree, Durian, Tabebuia                                                                                             |
| 2                                                                                                                | KAI Logistik                                                           | 133                           | Pohon Kamboja, Bougainvillea, Bunga Sepatu, Bonsai, Pucuk Merah, Ketapang Kencana, Alpukat, Sawo, Jambu, Sirsak, Jeruk, Ketapang, Kelengkeng, Rambutan, Mangga, dan Belimbing / Frangipani Tree, Bougainvillea, Hibiscus, Bonsai, Red Shoot, Golden Ketapang, Avocado, Sapodilla, Guava, Soursop, Orange, Ketapang, Longan, Rambutan, Mango, and Starfruit |
| 3                                                                                                                | KAI Services                                                           | 100                           | Pohon Pucuk Merah / Red Shoot Tree                                                                                                                                                                                                                                                                                                                         |
| 4                                                                                                                | KAI Properti                                                           | -                             | -                                                                                                                                                                                                                                                                                                                                                          |
| 5                                                                                                                | KAI Wisata                                                             | 21                            | Pule, Tabebuia, dan Trambesi / Pule, Tabebuia, and Rain Tree                                                                                                                                                                                                                                                                                               |
| 6                                                                                                                | KAI Bandara                                                            | 50                            | Mangga, Jambu Kristal, Jeruk, Kelengkeng, Kedondong, Sawo, dan Pucuk Merah / Mango, Crystal Guava, Orange, Longan, Ambarella, Sapodilla, and Red Shoots                                                                                                                                                                                                    |
| <b>Total</b>                                                                                                     |                                                                        | <b>99.519</b>                 |                                                                                                                                                                                                                                                                                                                                                            |

Pada tahun 2024, KAI telah melakukan penilaian dan *monitoring* pada lokasi operasional yang memiliki risiko terhadap keanekaragaman hayati. Tindakan ini dilakukan untuk mengevaluasi dampak operasional yang diberikan dan menemukan mitigasi yang tepat terhadap risiko yang timbul di dalamnya. Mitigasi keanekaragaman hayati tercantum dalam matrik pengelolaan dan pemantauan dokumen lingkungan hidup. Adapun beberapa lokasi bentuk mitigasi yang dilakukan selain *monitoring* adalah dengan penanaman pohon di area longsor seperti di Daop 2 Bandung, Daop 4 Semarang dan Daop 5 Purwokerto. Mitigasi dilakukan dengan menanam rumput akar wangi atau *vetiver* di sepanjang jalur kereta api yang memiliki potensi tanah longsor: **[GRI 304-1]**

## ASPEK EMISI

### Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11] [GRI 3-3, 305]

Kegiatan operasional Perusahaan menghasilkan emisi Gas Rumah Kaca (GRK), yaitu emisi GRK (Cakupan 1) langsung yang bersumber dari penggunaan bahan bakar diesel, seperti pengoperasian mesin diesel dan genset; serta emisi GRK (Cakupan 2) tidak langsung yang bersumber dari penggunaan listrik. Penghitungan emisi GRK (Cakupan 1) dilakukan dengan mengalikan data konsumsi energi dengan faktor emisi. Penghitungan emisi GRK Scope 1 dan Scope 2 dilakukan pada seluruh (100%) wilayah operasional, yang meliputi Kantor Pusat, Daerah Operasi, Divisi Regional, dan Anak Perusahaan.

Per 31 Desember 2024, KAI mengukur pengurangan emisi yang dihasilkan dengan membandingkan jumlah emisi pada periode pengukuran dengan hasil yang diperoleh pada tahun sebelumnya. Sebagai upaya dalam meningkatkan kualitas pengukuran dan pelaporan aspek emisi, KAI telah menetapkan tahun 2023 sebagai *baseline* pengukuran. Penetapan *baseline* pada tahun 2023 dilakukan sebagai sasaran pencapaian ESG *Risk Ratings* yang terbaik (peringkat *low risk*) pada 2027. Pada tahun 2024, KAI menghasilkan emisi GRK (Cakupan 1) dari penggunaan bensin dan biosolar yaitu sebesar 26.086,75 Ton CO<sub>2</sub>-eq, atau menurun dibandingkan dengan tahun 2023 sebesar 33.489,26 Ton CO<sub>2</sub>-eq.

In 2024, KAI conducted assessments and monitoring at operational locations that have risks to biodiversity. This action was taken to evaluate the impact of the operations provided and find appropriate mitigation for the risks that arise therein. Biodiversity mitigation is listed in the environmental document management and monitoring matrix. In addition to monitoring, some locations of mitigation carried out are by planting trees in landslide areas, such as in Operation Area 2 Bandung, Operation Area 4 Semarang, and Operation Area 5 Purwokerto. Mitigation is carried out by planting vetiver grass along the railway line that has the potential for landslides.

**[GRI 304-1]**

## EMISSION ASPECT

### Volume and Intensity of Emissions by Type [OJK F.11] [GRI 3-3, 305]

The Company's operational activities generate Greenhouse Gas (GHG) emissions, consisting of direct GHG emissions (Scope 1) from diesel fuel use in diesel engines and generators, and indirect GHG emissions (Scope 2) from electricity consumption. Scope 1 GHG emissions are calculated by multiplying energy consumption data with emission factors. GHG emission calculations for both Scope 1 and Scope 2 are conducted across all (100%) operational areas, including Head Office, Operational Regions, Regional Divisions, and Subsidiaries.

As of December 31, 2024, KAI measures emission reductions by comparing emission volumes during the measurement period with results from the previous year. To improve the quality of emission measurement and reporting, KAI has established 2023 as the measurement baseline. The baseline measurement was carried out in 2023 as target of achieving the best ESG Risk Rating (low risk rating) by 2027. In 2024, KAI generated Scope 1 GHG emissions from gasoline and biodiesel use totaling 26,086.75 tons CO<sub>2</sub>-eq, a decrease compared to the 2023 level of 33,489.26 tons CO<sub>2</sub>-eq.

Emisi GRK Cakupan 1 (BBM) yang Dihasilkan [GRI 305-1]

Scope 1 GHG Emissions (Fuel) Generated [GRI 305-1]

| Emisi GRK / GHG Emission               |                          |             |             |             |
|----------------------------------------|--------------------------|-------------|-------------|-------------|
| Sumber Emisi GRK / GHG Emission Source | Satuan / Unit            | 2024        | 2023*       | 2022*       |
| Cakupan 1 Bensin / Scope 1 Fuel        | Liter                    | 390.885     | 316.163     | 332.182     |
|                                        | Ton CO <sub>2</sub> - eq | 894         | 723         | 760         |
| Cakupan 1 Solar / Scope 1 Diesel       | Liter                    | 211.280     | 229.307     | 192.942     |
|                                        | Ton CO <sub>2</sub> - eq | 520         | 619         | 570         |
| Cakupan 1 Biosolar / Scope 1 Biodiesel | Liter                    | 305.585.404 | 299.272.594 | 261.232.662 |
|                                        | Ton CO <sub>2</sub> - eq | 778.715     | 766.560     | 669.124     |
| Total Ton CO <sub>2</sub> -eq          |                          | 780.129     | 767.902     | 670.454     |

- 1 Liter Bensin = 0,00003312 TJ ; 1 Liter Solar = 0,00003620 TJ ; 1 Liter Biosolar = 0,00003516 TJ untuk tahun 2023 dan 2022, 0,00003498 untuk 2024 / 1 Liter of fuel = 0.00003312 TJ; 1 Liter of Diesel = 0.00003620 TJ; 1 Liter of Biodiesel = 0.00003516 TJ for 2023 and 2022, 0.00003498 for 2024
- Faktor emisi bensin = 69.040 Kg/TJ ; solar = 74.520 Kg/TJ; biosolar = 72.850 Kg/TJ / Fuel emission factor = 69,040 Kg/TJ; diesel = 74,520 Kg/TJ; biodiesel = 72,850 Kg/TJ
- Konversi BBM (Bensin, Solar dan Biosolar) dari satuan liter ke dalam satuan TeraJoule dilakukan dengan mengacu kepada Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional - Kementerian Lingkungan Hidup 2012 (ref: IPCC 2006) / The conversion of fuel (fuel, diesel, and biodiesel) from liters to TeraJoules is based on the Guidelines for National Greenhouse Gas Inventories - Ministry of Environment 2012 (ref: IPCC 2006)

\*) Disajikan kembali dikarenakan terdapat perubahan data pada tahun 2023 dan 2022 sehubungan dengan perubahan metode pencatatan/pegumpulan data. / Restated due to changes in 2023 and 2022 related to changes in data recording/collection methods.

Emisi GRK yang dihasilkan dari penggunaan listrik KAI diperoleh melalui perkalian antara konsumsi listrik (dalam kWh per tahun) dengan *average grid emission factor* yang mengacu pada ketentuan PLN 2022, yaitu sebesar 0,85 kg CO<sub>2</sub> /kWh. Berdasarkan perhitungan tersebut, maka emisi GRK Cakupan 2 yang dihasilkan sepanjang tahun 2024 adalah sebagai berikut:

GHG emissions resulting from KAI electricity usage are obtained by multiplying electricity consumption (in kWh per year) by the average grid emission factor, which is based on the 2022 PLN regulations, which is 0.85 kg CO<sub>2</sub>/kWh (2017). Based on these calculations, the Scope 2 GHG emissions generated throughout 2024 are as follows:

Emisi GRK Cakupan 2 (Listrik) yang Dihasilkan [GRI 305-2]

Scope 2 GHG Emissions (Electricity) Generated [GRI 305-2]

| Emisi GRK / GHG Emission                                                      |                          |        |        |        |
|-------------------------------------------------------------------------------|--------------------------|--------|--------|--------|
| Sumber Emisi GRK / GHG Emission Source                                        | Satuan / Unit            | 2024   | 2023*  | 2022*  |
| Cakupan 2 - Listrik dari Panel Surya / Scope 2 - Electricity from Solar Panel | GWh                      | 1,94   | 1,31   | 0,21   |
|                                                                               | Ton CO <sub>2</sub> - eq | 0      | 0      | 0      |
| Cakupan 2 - Listrik dari PLN / Scope 2 - Electricity from PLN                 | GWh                      | 67,40  | 87,65  | 80,85  |
|                                                                               | Ton CO <sub>2</sub> - eq | 57.293 | 74.501 | 68.723 |
| Total Ton CO <sub>2</sub> -eq                                                 |                          | 57.293 | 74.501 | 68.723 |

- Faktor emisi listrik = 0,85 kg CO<sub>2</sub> /kWh. / Electricity emission factor = 0.85 kg CO<sub>2</sub> /kWh.

\*) Disajikan kembali dikarenakan terdapat perubahan data pada tahun 2023 dan 2022 sehubungan dengan perubahan metode pencatatan/pegumpulan data. Perubahan ini mengakibatkan nilai yang ditampilkan pada Laporan tahun lalu, lebih kecil dari yang seharusnya. / Restated due to changes in 2023 and 2022 related to changes in data recording/collection methods, which resulted in the values shown in last year's Report being lower than expected.

Jumlah Emisi GRK Cakupan 3 (Perjalanan Dinas) yang Dihasilkan [GRI 305-3]

Amount of Scope 3 GHG Emissions (Business Travel) Generated [GRI 305-3]

| Emisi GRK / GHG Emission                                                                                   |                          |       |       |       |
|------------------------------------------------------------------------------------------------------------|--------------------------|-------|-------|-------|
| Sumber Emisi GRK / GHG Emission Source                                                                     | Satuan / Unit            | 2024  | 2023  | 2022  |
| Cakupan 3 - (Perjalanan Dinas menggunakan Pesawat Terbang)* / Scope 3 - Business Trips through Air Travel* | Ton CO <sub>2</sub> - eq | 1.910 | 3.379 | 3.068 |

\*) Perhitungan perjalanan dinas udara menggunakan [https://co2.myclimate.org/en/flight\\_calculators/new](https://co2.myclimate.org/en/flight_calculators/new) / Calculation of business trip flights using [https://co2.myclimate.org/en/flight\\_calculators/new](https://co2.myclimate.org/en/flight_calculators/new)



Di dalam laporan ini, intensitas emisi GRK dihitung dengan menjumlah total Ton CO<sub>2</sub>-eq dari sumber Cakupan 1-3 dan membaginya dengan total pendapatan selama 3 tahun terakhir. Intensitas emisi GRK diungkapkan dalam tabel berikut:

In this report, GHG emission intensity is calculated by summing the total Tons of CO<sub>2</sub>-eq from Scope 1-3 sources and dividing it by the total revenue over the last 3 years. GHG emission intensity is expressed in the following table:

#### Jumlah dan Intensitas Emisi GRK [GRI 305-4]

#### GHG Emissions Volume and Intensity [GRI 305-4]

| Emisi GRK / GHG Emission                                                                         |                                                                          |            |            |            |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------|------------|------------|
| Sumber Emisi GRK / GHG Emission Source                                                           | Satuan / Unit                                                            | 2024       | 2023       | 2022       |
| Total Emisi GRK cakupan 1, 2, dan 3 / Total GHG Emission Scope 1, 2, and 3                       | Ton CO <sub>2</sub> - eq                                                 | 839.333    | 845.782    | 742.245    |
| Total Pendapatan / Total Revenue                                                                 | Rp Miliar / Rp Billion                                                   | 36.108.216 | 35.106.535 | 25.577.639 |
| Intensitas Emisi per Miliar Rupiah Pendapatan / Emission Intensity per billion rupiah of revenue | Ton CO <sub>2</sub> -eq/ Rp Miliar / Ton CO <sub>2</sub> -eq/ Rp Billion | 0,023      | 0,024      | 0,029      |

Komitmen dan inisiatif KAI mengurangi total emisi GRK secara bertahap tercermin dengan adanya penurunan emisi setiap tahunnya. Pada tahun 2024 Emisi GRK adalah 858.648 turun dari tahun 2023 sebesar 875.908. Intensitas emisi juga menurun menjadi 0,023 Ton CO<sub>2</sub>-eq/Miliar Rupiah dari 0,025 Ton CO<sub>2</sub>-eq/Miliar Rupiah pada 2023. Pada tahun 2024, perhitungan total emisi GRK dilakukan secara internal oleh KAI dengan mengacu pada metode yang relevan dan dapat dipertanggungjawabkan. KAI memastikan bahwa perhitungan sudah sesuai dengan pedoman yang berlaku.

KAI's commitment and initiative to reduce total GHG emissions gradually are reflected in the decrease in emissions every year. In 2024, GHG emissions amounted to 858,648, down from 875,908 in 2023. Emission intensity also decreased to 0.023 Tons of CO<sub>2</sub>-eq/Billion Rupiah from 0.025 Tons of CO<sub>2</sub>-eq/Billion Rupiah in 2023. Total GHG emissions in 2024 were calculated internally by KAI by referring to relevant and accountable methods. KAI ensures that the calculations are in accordance with applicable guidelines.

KAI memahami, kegiatan operasionalnya tidak hanya menghasilkan emisi GRK yang berupa gas karbon dioksida (CO<sub>2</sub>), tetapi juga nitrogen oksida (NO<sub>2</sub>) maupun sulfur oksida (SO<sub>x</sub>). Untuk mengendalikan emisi tersebut, KAI menjalankan uji emisi pada seluruh kegiatan operasional yang berpotensi menghasilkan gas-gas tersebut, seperti lokomotif dan genset KAI. KAI melakukan uji emisi pada lokomotif dengan 2 (dua) metode, yaitu metode pengambilan sampel tanpa beban (saat lokomotif tanpa adanya pembebanan seperti rangkaian) dan metode pengambilan sampel dengan pembebanan (saat lokomotif sedang menggandeng atau terangkai dengan rangkaian dengan *safe load*). Sampel yang di ambil dari mulai tidak bergerak (*idle*) hingga *notch* (posisi tuas kontrol yang digunakan oleh masinis untuk mengatur kecepatan kereta) pertama hingga kedelapan.

KAI acknowledges that its operational activities generate greenhouse gas (GHG) emissions including carbon dioxide (CO<sub>2</sub>), nitrogen oxides (NO<sub>2</sub>), and sulfur oxides (SO<sub>x</sub>). To regulate these emissions, the Company conducts emission testing across all operational sources, particularly locomotives and generator sets (gensets). KAI employs two testing methodologies, namely Unloaded Testing (conducted when locomotives are uncoupled from railcars) and loaded testing (performed with locomotives properly coupled to railcars under safe load conditions). Testing covers all operational states from idle through Notch 8 positions (the engineer's throttle control settings for speed regulation).

Setiap *notch* mewakili tingkat daya atau percepatan yang berbeda pada lokomotif. Sistem ini memungkinkan masinis untuk mengontrol daya mesin secara bertahap, mulai dari posisi *idle* (tanpa daya) hingga daya penuh di *notch* 8. Semakin tinggi nomor *notch*, semakin besar daya yang dikeluarkan oleh mesin, dan semakin cepat kereta dapat melaju. Penggunaan *notch* mengendalikan kecepatan kereta dengan presisi,

Each notch represents different power or acceleration levels in the locomotive. This system allows train operators to gradually control engine power, from idle position (no power) to full power at notch 8. The higher the notch number, the greater the power output by the engine, and the faster the train can move. The notch system enables precise speed control, especially when the train starts moving, climbs slopes, or

terutama saat kereta mulai bergerak, mendaki tanjakan, atau saat pengereman. Seluruh hasil uji emisi lokomotif tidak melebihi baku mutu emisi gas buang lokomotif Balai Teknologi Termodinamika Motor dan Propulsi oleh Badan Riset dan Inovasi Nasional, baik kondisi lokomotif tanpa pembebanan maupun dengan pembebanan.

Sementara itu, metode pengambilan sampel emisi pada genset hanya bisa dilakukan dengan metode tanpa pembebanan. Sampel emisi diambil selama beberapa detik. Sampel tersebut menunjukkan bahwa emisi genset tidak melebihi baku mutu emisi mesin dengan pembakaran dalam atau genset yang tertera pada Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 11 tahun 2021. Walau demikian, hingga periode pelaporan, KAI belum melakukan akumulasi penghitungan tahunan emisi GRK dari zat perusak ozon, nitrogen oksida, sulfur oksida, dan gas lainnya. Perseroan bertekad untuk melakukan peninjauan atas setiap sumber emisi yang dihasilkan sehingga dapat diquantifikasi lebih baik di masa mendatang. **[GRI 305-6, 305-7]**

#### **Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12][GRI 3-3, 305-5]**

KAI memahami pentingnya melakukan pengendalian emisi untuk mencapai pengurangan emisi yang ditargetkan. Perseroan telah menetapkan target reduksi emisi sampai dengan *Net Zero Emission* (NZE), sejalan dengan program Pemerintah yang akan terealisasi pada tahun 2060. Dalam pelaksanaannya, KAI melakukan kajian secara komprehensif dan menyusun skenario reduksi emisi yang realistis dan sesuai dengan kapasitas Perusahaan. Hal ini dilakukan sebagai langkah untuk mengatasi perubahan iklim dan bentuk komitmen Perusahaan dalam memenuhi regulasi lingkungan. Untuk itu, KAI berkomitmen melakukan pengurangan emisi Gas Rumah Kaca (GRK) mulai dari lingkup internal sampai ke lingkup pemangku kepentingan masyarakat pengguna layanan perkeretaapian melalui inisiatif-inisiatif teknologi dan kebijakan operasional, seperti peningkatan efisiensi bahan bakar, adopsi teknologi bersih, dan penggunaan energi terbarukan.

KAI terus melakukan pembangunan dan pengembangan sistem transportasi umum berbasis listrik yang rendah emisi dan ramah lingkungan, termasuk Kereta Rel Listrik (KRL) Jabodetabek dan Yogyakarta, Light Rail Transit (LRT) Jabodetabek, dan Kereta Cepat Jakarta-Bandung. Selain itu, secara rutin KAI melakukan pengecekan dan perbaikan seluruh unit kereta api hingga mengganti yang sudah tidak produktif lagi. Dalam mencukupi energi listrik, Perseroan memulai transisi ke sumber energi terbarukan dengan

brakes. All locomotive emission test results did not exceed the exhaust emission standards set by the Thermodynamics, Motor and Propulsion Technology Center of the National Research and Innovation Agency, for both unloaded and loaded conditions.

Meanwhile, emission sampling for generators can only be conducted using the unloaded method. Emission samples are taken for several seconds. These samples show that generator emissions do not exceed the emission standards for internal combustion engines or generators stipulated in the Minister of Environment and Forestry Regulation No. 11 of 2021. However, as of the reporting period, KAI has not conducted annual cumulative calculations of GHG emissions from ozone-depleting substances, nitrogen oxides, sulfur oxides, and other gases. The Company is committed to reviewing each emission source to enable better quantification in the future.

**[GRI 305-6, 305-7]**

#### **Emission Reduction Efforts and Achievements [OJK F.12][GRI 3-3, 305-5]**

KAI acknowledges the essential role of emission control in achieving reduction targets, having established Net Zero Emission (NZE) objectives aligned with the Government's 2060 timeline. KAI conducts comprehensive studies to develop realistic, capacity-appropriate reduction scenarios as part of climate change mitigation efforts and environmental regulatory compliance. KAI commits to greenhouse gas (GHG) emission reductions across internal operations and railway stakeholders through technological initiatives and operational policies including fuel efficiency enhancement, clean technology implementation, and renewable energy utilization.

KAI continues to develop and expand low-emission, environmentally friendly electric public transportation systems, including the Jabodetabek and Yogyakarta Electric Rail Trains (KRL), Jabodetabek Light Rail Transit (LRT), and Jakarta-Bandung High-Speed Rail. Moreover, KAI routinely inspects and repairs all rail units, replacing those that are no longer productive. To meet electricity needs, the Company has begun transitioning to renewable energy by installing solar panels at a number of locations, namely the Jakarta Railway

memasang panel surya di sejumlah lokasi yakni Gedung Jakarta Railway Center, 53 Stasiun KAI, Balai Yasa Lahat, Balai Yasa Surabaya Gubeng, Balai Yasa Tegal, GK Soka, GK Cipinang, GK Banjar, GK Kertosono, Kantor Daop 2, serta Kantor Divre III. Hingga tahun 2025 Perseroan berencana akan terus melakukan pengembangan implementasi penggunaan tenaga surya di 40 lokasi.

Upaya pengurangan emisi juga dilakukan dengan melalui pemakaian bahan bakar biosolar dengan campuran solar dan minyak alami seperti minyak kelapa sawit dan jarak. Biosolar yang digunakan terdiri dari 35% minyak nabati. Saat ini KAI sedang melakukan pengujian Biosolar dengan 40% sumber terbarukan dari tanaman untuk mengetahui dampak penggunaan biosolar terhadap performa operasional kereta. Pencampuran dengan bahan alami menghasilkan emisi gas buang yang lebih rendah sehingga mengurangi pencemaran udara dan perubahan iklim.

KAI berupaya untuk melakukan pengurangan emisi di seluruh lini bisnisnya. Perseroan mengoptimalkan penggunaan aplikasi pemesanan tiket Access by KAI dengan fitur *e-boarding pass*, sehingga mengurangi penggunaan kertas dalam proses *check-in*. Di lingkup internal perusahaan, Perseroan mengembangkan aplikasi yang digunakan untuk memudahkan pekerjaan pegawai, yakni aplikasi *Rail Document System* (RDS) guna mendukung surat menyurat secara elektronik, *Safety Railway Information System* (SRI) untuk memberikan informasi pelaporan temuan keamanan dan tindak lanjutnya, *Raileo* untuk memudahkan pekerja dalam melaksanakan tugas pekerjaan, serta aplikasi lainnya yang akan terus dikembangkan untuk memberikan pelayanan yang lebih baik.

Selanjutnya, sebagai salah satu wujud komitmen dalam mengurangi emisi, pada tahun 2024 KAI meluncurkan fitur *carbon footprint* pada tiket penumpang kereta api jarak jauh. Saat penumpang telah melakukan transaksi pembelian tiket, informasi perhitungan jejak karbon kereta api dibandingkan dengan moda transportasi lain akan tercantum pada tiket penumpang dan aplikasi Access by KAI. Hal ini bertujuan memberikan informasi keunggulan kereta api dalam mendukung keberlanjutan, serta memberikan edukasi kepada penumpang bahwa kereta api merupakan moda transportasi yang lebih ramah lingkungan dibandingkan moda transportasi lain.

Untuk mengoptimalkan implementasi transformasi digital, KAI secara rutin melakukan perbaikan sarana dan prasarana pendukung digitalisasi serta melakukan perbaikan aplikasi

Center Building, 53 KAI Stations, Lahat Railway Workshop, Surabaya Gubeng Railway Workshop, Tegal Railway Workshop, Soka GK, Cipinang GK, Banjar GK, Kertosono GK, Operational Area 2 Office, and Regional Division III Office. Through 2025, the Company plans to continue developing solar power implementation at 40 additional locations.

Efforts to reduce emissions are also implemented through the use of biosolar fuel, a blend of diesel and natural oils such as palm oil and castor oil. The biosolar currently in use consists of 35% vegetable oil content. Presently, the Company is conducting trials with biosolar containing 40% renewable content from plant sources to evaluate its impact on train operational performance. Blending with natural materials produces lower exhaust emissions, thereby reducing air pollution and climate change impact.

The Company strives to reduce emissions across all business lines. We optimize the use of the Access by KAI ticket booking application with e-boarding pass features to reduce paper use in check-in processes. Internally, the Company has developed applications to facilitate employee work, including the Rail Document System (RDS) for electronic correspondence, Safety Railway Information System (SRI) for security findings reporting and follow-up, Raileo to help employees perform work tasks, and other applications that will continue to be developed to provide better service.

Furthermore, as part of its emission reduction commitment, KAI introduced a carbon footprint feature for long-distance train tickets in 2024. When passengers complete their ticket purchase, the ticket and Access by KAI app will display a comparison of the train's carbon footprint versus other transportation modes. This initiative aims to highlight rail transport's sustainability advantages while educating passengers about trains being a more environmentally friendly transportation option compared to other modes.

To optimize digital transformation implementation, the Company routinely improve digital infrastructure and enhance office applications to deliver faster and better service.

perkantoran agar mampu memberikan pelayanan yang lebih cepat dan lebih baik. Selain itu, untuk meminimalisasi penggunaan kendaraan bermotor dalam melakukan perjalanan dinas, Perseroan mengimbau para pekerja di kantor pusat untuk mengutamakan penggunaan transportasi kereta api dalam setiap perjalanan dinas. Imbauan ini tercantum dalam nota dinas internal No.5/KG.107/I/KA/2022 tentang Penggunaan Kendaraan Operasional Dinas di Lingkungan Kantor Pusat KAI.

Selain itu, KAI menetapkan peraturan sistem parkir ganjil-genap bagi pekerja kantor pusat. KAI memaksimalkan upaya pengurangan emisi internal dengan pemeliharaan kendaraan operasional dan pengujian emisi gas buang secara berkala. Di samping itu, KAI secara berkala mengganti kendaraan operasional dengan kendaraan lebih muda yang emisi gas buangnya lebih ramah lingkungan, serta secara bertahap menggunakan kendaraan operasional dengan emisi yang lebih rendah.

Untuk memastikan operasionalnya semakin ramah lingkungan, KAI telah mengadopsi konsep bangunan hijau (*green building*) yang mendapatkan sertifikasi EDGE. Adapun mengenai *low carbon product*, Perseroan telah melakukan pemetaan secara khusus mengenai persentase pendapatan dan estimasi reduksi emisi yang dihasilkan untuk jenis kereta yang berbahan dasar listrik.

#### **Kerja Sama atau Kegiatan Pengurangan Emisi GRK dengan Melibatkan Pihak Ketiga**

Hingga 31 Desember 2024 KAI melakukan pengurangan emisi GRK secara mandiri melalui penerapan berbagai inisiatif berkelanjutan. Hal ini didasari komitmen kuat KAI untuk terus-menerus meningkatkan kualitas pengurangan emisi GRK dari aktivitas operasi. KAI membuka peluang untuk melakukan kerja sama atau kegiatan pengurangan emisi GRK dengan pihak ketiga terpercaya pada tahun-tahun mendatang.

#### **Pemenuhan Target Pengurangan Emisi GRK**

KAI turut mendukung komitmen Indonesia dalam upaya pengendalian perubahan iklim melalui target penurunan emisi gas rumah kaca (GRK) secara bertahap hingga mencapai *Net Zero Emission* (NZE) pada tahun 2060. Target ini sejalan dengan Undang-undang No 16 tahun 2016. Pencapaian NZE dimulai dengan target pengurangan emisi GRK sebesar 29% pada tahun 2030, meningkat menjadi 41% pada tahun 2040 dan mencapai kondisi 100% pengurangan emisi atau Net Zero Carbon pada tahun 2060.

Furthermore, to minimize motorized vehicle use for business travel, the Company encourages head office employees to prioritize train travel for all business trips. This policy is outlined in internal memo No.5/KG.107/I/KA/2022 regarding Operational Vehicle Use at KAI Head Office.

Additionally, KAI has implemented an odd-even parking policy for head office employees. The Company maximizes internal emission reduction efforts through operational vehicle maintenance and periodic exhaust emission testing. KAI also regularly replaces operational vehicles with newer, more environmentally friendly models and gradually transitions to lower-emission operational vehicles.

To ensure its operations are increasingly environmentally friendly, KAI has adopted the concept of green buildings that have received EDGE certification. Regarding low carbon products, the Company has conducted specialized mapping of revenue percentages and emission reduction estimates for electric-based train services.

#### **Collaboration or Activities for GHG Emission Reduction with Third Parties**

As of December 31, 2024, KAI has independently reduced GHG emissions through the implementation of various sustainable initiatives. This reflects KAI's strong commitment to continuously improving the quality of GHG emission reductions from its operations. KAI remains open to collaborating with trusted third parties on GHG emission reduction initiatives in the coming years.

#### **Achievement of GHG Emission Reduction Targets**

KAI actively supports Indonesia's commitment to climate change mitigation through gradual greenhouse gas (GHG) emission reduction targets aimed at achieving Net Zero Emissions (NZE) by 2060, in alignment with Law No. 16 of 2016. The NZE implementation begins with a target of 29% GHG reduction by 2030, increasing to 41% by 2040, and ultimately reaching 100% emission reduction (Net Zero Carbon status) by 2060.

## Indonesia's Net Zero Emission (NZE) Target 2060

UU No 16 tahun 2016 Pengesahan Paris Agreement, Target Penurunan GRK (NDC) Indonesia 2030. NZE Indonesia 2060



2030

Reduction of greenhouse gas emission by up to

29%



2030

Reduction of greenhouse gas emission by up to

41%



2030

Target Net Zero Carbon

100%

Sebagai wujud komitmen KAI dalam mengurangi emisi GRK, KAI telah menetapkan target pengurangan emisi GRK. Target pengurangan emisi GRK tercantum dalam *Roadmap* ESG periode 2024-2060. KAI telah menyusun dan memperlakukan *Roadmap* ESG periode 2024-2060 yang memuat target penghematan energi dan diharapkan berdampak pada pengurangan emisi GRK. Adapun, target pengurangan emisi yang tercantum dalam *Roadmap* ESG periode 2024-2060 adalah sebagai berikut:

Demonstrating its commitment to reducing GHG emissions, KAI has established specific emission reduction targets outlined in its 2024-2060 ESG Roadmap. The Company has developed and implemented this comprehensive ESG Roadmap, which incorporates energy efficiency targets designed to contribute significantly to GHG emission reductions. The emission reduction targets specified in the 2024-2060 ESG Roadmap are as follows:

| Emisi / Emission |                                                                                                                                                                                                                  | 2024                                                                                                                                                                                                                                                                                                                                                  | 2025                                                                                                                                                                                                     | 2026 - 2028                                                                                                                          | 2028 - 2040                                                                                                                          | 2040 - 2060                                                                                                                            | > 2060 |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------|
|                  |                                                                                                                                                                                                                  | Perhitungan <b>baseline</b> emisi dan reduksi emisi yang dilakukan. / Calculation of emission baseline and emission reductions carried out.                                                                                                                                                                                                           | Penentuan Target dan <b>deadline</b> terkait program reduksi baik pada emisi GRK dan Non GRK. / Determination of targets and deadlines related to reduction programs for both GHG and non-GHG emissions. | Reduksi emisi Gas Rumah Kaca (GRK) cakupan 1 dan 2 sebesar >5% / Reduction of greenhouse gas (GHG) emissions in scope 1 and 2 by >5% | Penyusunan skenario <b>net-zero emissions</b> / Developing a net-zero emissions scenario                                             |                                                                                                                                        |        |
|                  | Penginstalan dan Sosialisasi fungsi dan fitur <b>Dashboard</b> CEMS yang terintegrasi dengan SISPEK KLHK. / Installation and Socialization of CEMS Dashboard functions and features integrated with SISPEK KLHK. | Mengaudit atau memverifikasi perhitungan emisi selaras dengan penggunaan <b>Dashboard Continuous Emission Monitoring Systems (CEMS)</b> yang terintegrasi dengan SISPEK KLHK. / Auditing or verifying emission calculations in line with the use of the Continuous Emission Monitoring Systems (CEMS) Dashboard which is integrated with SISPEK KLHK. |                                                                                                                                                                                                          |                                                                                                                                      | Reduksi emisi Gas Rumah Kaca (GRK) cakupan 1 dan 2 sebesar >8% / Reduction of greenhouse gas (GHG) emissions in scope 1 and 2 by >8% | Reduksi emisi Gas Rumah Kaca (GRK) cakupan 1 dan 2 sebesar >10% / Reduction of greenhouse gas (GHG) emissions in scope 1 and 2 by >10% |        |
|                  |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                          |                                                                                                                                      |                                                                                                                                      |                                                                                                                                        |        |



### Target Penurunan Emisi Sebagai KPI Manajemen dan Evaluasinya

Per 31 Desember 2024, KAI telah memasukkan target penurunan emisi sebagai bagian penilaian KPI manajemen. Komitmen ini tercermin dalam indikator kinerja utama (KPI) Direksi yang mencakup Penyelesaian dan Pemenuhan ESG Rating KAI sebagai salah satu fokus strategis perusahaan dalam mendukung praktik bisnis berkelanjutan. KAI berhasil merealisasikan target tersebut, dengan pencapaian 100% terhadap target tahunan dan menghasilkan skor sempurna sebesar 3,00.

### ASPEK LIMBAH DAN EFLUEN

#### Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis [OJK F.13][GRI 306-3]

Aktivitas operasional Perusahaan menghasilkan limbah dan efluen yang memiliki dampak terhadap lingkungan. Untuk mengendalikan jumlah limbah dan efluen, Perseroan melakukan penghitungan limbah dan efluen yang dihasilkan. Selain itu, setiap tahunnya Perusahaan juga melaksanakan audit atau assessment terkait manajemen limbah yang terintegrasi dalam audit ISO 14001 mengenai Sistem Manajemen Lingkungan. Hasil dari assessment ini digunakan sebagai alat evaluasi untuk menilai efektivitas dan efisiensi manajemen limbah yang dijalankan, sehingga memastikan pengelolaan limbah dilakukan sesuai standar lingkungan yang berlaku. Sepanjang 2024 jenis limbah dan efluen yang dihasilkan Perseroan sebagai berikut:

#### Limbah B3 dan Non B3 yang Dihasilkan Tahun 2024

| No.                                 | Jenis Limbah /<br>Type of Waste                                                                                           | Satuan /<br>Unit | Total Volume /<br>Total Volume |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------|
| Limbah B3 / Hazardous Waste         |                                                                                                                           |                  |                                |
| 1                                   | Minyak Pelumas Bekas / Used Oil Lubricants                                                                                | Liter            | 271.360                        |
| 2                                   | Drum Bekas / Used Drums                                                                                                   | Buah / Piece     | 3.216                          |
| 3                                   | Gram Bubutan / Lathe Crumb                                                                                                | Kg               | 253.820                        |
| Limbah Non B3 / Non-Hazardous Waste |                                                                                                                           |                  |                                |
| 4                                   | Potongan Besi < 1 Kg / Pieces of Iron < 1 Kg                                                                              | Kg               | 1.016.918                      |
| 5                                   | Lain-lain (Elektronik Bekas, Kayu Bekas, Remblok, Komposite) / Others (Used Electronics, Used Wood, Brake Pad, Composite) | Kg               | 643.164                        |

#### Upaya Mengurangi Limbah

Untuk mengurangi jumlah limbah, terutama limbah plastik dan kertas, KAI memberikan perhatian terhadap limbah yang dihasilkan dari penumpang. Sejak Juli 2024, KAI telah menyediakan *water station* (dispenser) di 23 stasiun. Layanan tersebut merupakan upaya menerapkan kampanye ramah lingkungan. Selain itu, dari segi pelayanan penumpang, KAI

### Emission Reduction Targets as Management KPI and Evaluation

As of December 31, 2024, KAI has incorporated emission reduction targets into its management KPI assessment. This commitment is reflected in the key performance indicators (KPIs) established by the Board of Directors, which include the completion and fulfillment of KAI's ESG rating as a strategic focus to support sustainable business practices. KAI has successfully achieved this target, reaching 100% of the annual goal and resulting in a perfect score of 3.00.

### WASTE AND EFFLUENT ASPECTS

#### Volume of Waste and Effluent by Type [OJK F.13][GRI 306-3]

The Company's operational activities generate waste and effluent that impact the environment. To manage the volume of waste and effluent, the Company conducts regular measurements. In addition, the Company conducts an annual audit or assessment related to waste management, integrated into the ISO 14001 Environmental Management System audit. The assessment results are utilized as an evaluation tool to assess the effectiveness and efficiency of waste management, ensuring that waste management is carried out under applicable environmental standards. Throughout 2024, the types of waste and effluent generated by the Company include:

#### Hazardous Waste and Non Hazardous Waste Generated in 2024

#### Efforts to Reduce Waste

To minimize waste generation, particularly plastic and paper waste, KAI pays special attention to waste produced by passengers. Since July 2024, KAI has provided water stations (dispensers) at 23 stations. This service represents an effort to implement environmentally friendly campaigns. Additionally, for passenger services, KAI has innovated with paperless

juga melakukan inovasi berupa program paperless dengan pengembangan aplikasi digital, seperti Access by KAI dan boarding dengan *face recognition*. Perseroan juga mendukung *cashless society* dengan mengurangi penggunaan uang tunai dan *e-ticketing* pada layanan commuter. Upaya ini merupakan bagian dari program manajemen limbah yang dimiliki oleh Perseroan.

### Mekanisme Pengelolaan Limbah dan Efluen [OJK F.14] [GRI 3-3, 306-2]

KAI memahami bahwa limbah yang dihasilkan berpotensi memberi dampak negatif bagi lingkungan hidup. Berangkat dari pemahaman tersebut, Perseroan memiliki kebijakan internal, yaitu Keputusan Direksi KAI Nomor KEP. U/KS.101/IV/1/KA-2017 tanggal 4 April 2017 tentang Pengelolaan Limbah di Daerah Operasi, Divisi Regional, Balai Yasa, Gudang Persediaan, dan Anak Perusahaan. Sejalan dengan kebijakan tersebut, pengelolaan limbah menjadi bagian yang tidak terpisahkan dari rangkaian kegiatan operasional sehari-hari. KAI berkomitmen untuk menerapkan pengelolaan limbah berkesinambungan melalui prosedur yang sesuai dengan peraturan yang berlaku dan praktik terbaik.

Berdasarkan jenisnya, limbah KAI dapat dibagi menjadi 3 (tiga) golongan, sebagai berikut: [GRI 306-1]

#### a. Limbah Cair

Merupakan limbah dalam bentuk cair yang dihasilkan oleh kegiatan usaha yang dibuang ke lingkungan hidup dan diduga dapat menurunkan kualitas lingkungan hidup. Bentuk limbah cair yang dikelola KAI meliputi: tumpahan bahan bakar minyak atau oli; air cucian lokomotif, kereta, atau gerbong; ceceran oli bekas; cairan kimia, debu atau cairan lainnya sisa produksi yang terbuang dari aktivitas proses produksi melalui proses pencucian; dan limbah atau hasil pengurusan Toilet Ramah Lingkungan (TRL).

#### b. Limbah Padat

Limbah padat yang dihasilkan, antara lain sisa pembubutan (serbuk besi atau *scrap*), barang atau suku cadang bekas, limbah kantor (kertas, plastik), limbah restorasi (kertas, plastik, sisa makanan).

#### c. Limbah Bahan Berbahaya dan Beracun (B3)

Limbah B3 yang ada di KAI merupakan gabungan dari Limbah Cair dan Limbah Padat yang masuk kategori Limbah B3 seperti Tumpahan Bakar Minyak atau Oli, Air Cucian lokomotif/kereta/gerbong, Ceceran oli bekas, cairan kimia, debu, atau cairan lainnya sisa produksi yang terbuang dari aktivitas proses produksi melalui proses pencucian, sisa bubutan dan barang atau suku cadang bekas.

programs through digital application development, such as Access by KAI and facial recognition boarding. The Company also supports cashless society initiatives by reducing cash usage and implementing e-ticketing for commuter services. This effort is part of the Company's waste management program.

### Waste and Effluent Management Mechanism [OJK F.14] [GRI 3-3, 306-2]

KAI understands that generated waste may negatively impact the environment. Based on this understanding, the Company has an internal policy, namely KAI Director's Decree No. KEP.U/KS.101/IV/1/KA-2017 dated April 4, 2017 concerning Waste Management in Operational Areas, Regional Divisions, Maintenance Depots, Warehouses, and Subsidiaries. In line with this policy, waste management has become an integral part of daily operational activities. KAI is committed to implementing sustainable waste management through procedures that comply with applicable regulations and best practices.

Based on type, KAI's waste can be divided into 3 (three) categories, as follows: [GRI 306-1]

#### a. Liquid Waste

Waste in liquid form generated by business activities that is discharged into the environment and may reduce environmental quality. Liquid waste managed by KAI includes: fuel or oil spills; locomotive, train, or carriage wash water; used oil spills; chemicals, dust or other liquid production residues from production processes through washing; and waste or drainage from Eco-Friendly Toilets (TRL).

#### b. Solid Waste

Solid waste generated includes machining residues (iron powder or scrap), used items or spare parts, office waste (paper, plastic), and restoration waste (paper, plastic, food waste).

#### c. Hazardous and Toxic Waste (B3)

Hazardous waste at KAI consists of liquid and solid waste classified as hazardous, such as fuel or oil spills, locomotive/ train/ carriage wash water, used oil spills, chemicals, dust, or other liquid production residues from production processes through washing, machining residues, and used items or spare parts.

Seluruh limbah B3 dikumpulkan di Tempat Penyimpanan Sementara (TPS) Limbah B3 untuk kemudian diambil oleh pihak ketiga dan dikelola sesuai ketentuan masing-masing jenis limbah. Pihak ketiga yang mengelola limbah B3 KAI adalah mitra yang harus memiliki izin dan sertifikasi resmi untuk pengelolaannya sebagai persyaratan mitra yang sesuai dengan Peraturan Direksi PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/VII/1/KA-2024 tentang Pedoman Penghapusan Barang Limbah dengan Cara Penjualan dan Pemusnahan.

Pihak ketiga secara berkala mengangkut limbah B3 dari masing-masing cabang KAI untuk kemudian dilakukan pengolahan berdasarkan jenis limbah. Untuk limbah B3, pengelolaan yang dilakukan adalah penarikan kembali oleh supplier atau pengolahan oleh pihak ketiga agar limbah tidak lagi menjadi kategori B3.

Untuk limbah non-B3, pengangkutan dilakukan oleh pihak ketiga maupun dinas kebersihan sesuai dengan jenisnya. Limbah berupa besi diangkut oleh pihak ketiga untuk diolah kembali, sementara limbah lainnya ditangani oleh dinas kebersihan setempat untuk dipilah dan dikelola sesuai kategorinya. Residu dari hasil pemilahan tersebut kemudian dikirim ke Tempat Pembuangan Akhir (TPA) di masing-masing lokasi operasional perusahaan.

All hazardous waste is collected at the Temporary Storage Site (TPS) for hazardous waste collection by a third party and managed according to the regulations for each type of waste. The third party managing KAI's hazardous waste is a partner who must possess official permits and certifications for its management, as required by the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) No. PER.U/KL.104/VII/1/KA-2024 concerning Guidelines for the Elimination of Waste by Sale and Destruction.

The third party periodically transports hazardous waste from each KAI branch for processing based on the waste type. For hazardous waste, management involves either withdrawal by the supplier or processing by the third party to ensure the waste is no longer classified as hazardous and toxic.

For non-hazardous waste, transportation is handled by the third party or the sanitation department, depending on the type. Metal waste is transported by the third party for reprocessing, while other waste is handled by the local sanitation department for sorting and management according to its category. The residue from the sorting results is then sent to the Final Disposal Site (TPA) at each company's operational location.

**Data Pengelolaan Limbah tahun 2023-2024**

**Waste Management Data in 2023-2024**

| Metode Pengolahan Limbah / Waste Treatment Methods                             | Satuan / Unit | 2024          | 2023          |
|--------------------------------------------------------------------------------|---------------|---------------|---------------|
| <b>Limbah B3 / Hazardous Waste</b>                                             |               |               |               |
| <b>Dialihkan dari Pembuangan Akhir / Diverted from Landfill</b>                |               |               |               |
| Persiapan untuk digunakan kembali / Preparation for Reuse                      | Ton           | 0             | 0             |
| Daur Ulang / Recycle                                                           | Ton           | 318,14        | 212,96        |
| Cara pengolahan lainnya / Other Treatment Methods                              | Ton           | 0             | 0             |
| <b>Total</b>                                                                   | <b>Ton</b>    | <b>318,14</b> | <b>212,96</b> |
| <b>Dikirimkan ke Pembuangan Akhir / Transported to Landfill</b>                |               |               |               |
| Pembakaran dengan <i>energy recovery</i> / Incineration with energy recovery   | Ton           | 0             | 0             |
| Pembakaran tanpa <i>energy recovery</i> / Incineration without energy recovery | Ton           | 0             | 0             |
| Dikirim ke pihak ke-3 / Transported to the third party                         | Ton           | 0             | 0             |
| Dikirim ke Pembuangan Akhir (TPA) / Transported to Landfill (TPA)              | Ton           | 0             | 0             |
| <b>Total</b>                                                                   | <b>Ton</b>    | <b>318,14</b> | <b>212,96</b> |
| <b>Total Limbah B3 / Total Hazardous Waste</b>                                 | <b>Ton</b>    | <b>318,14</b> | <b>212,96</b> |

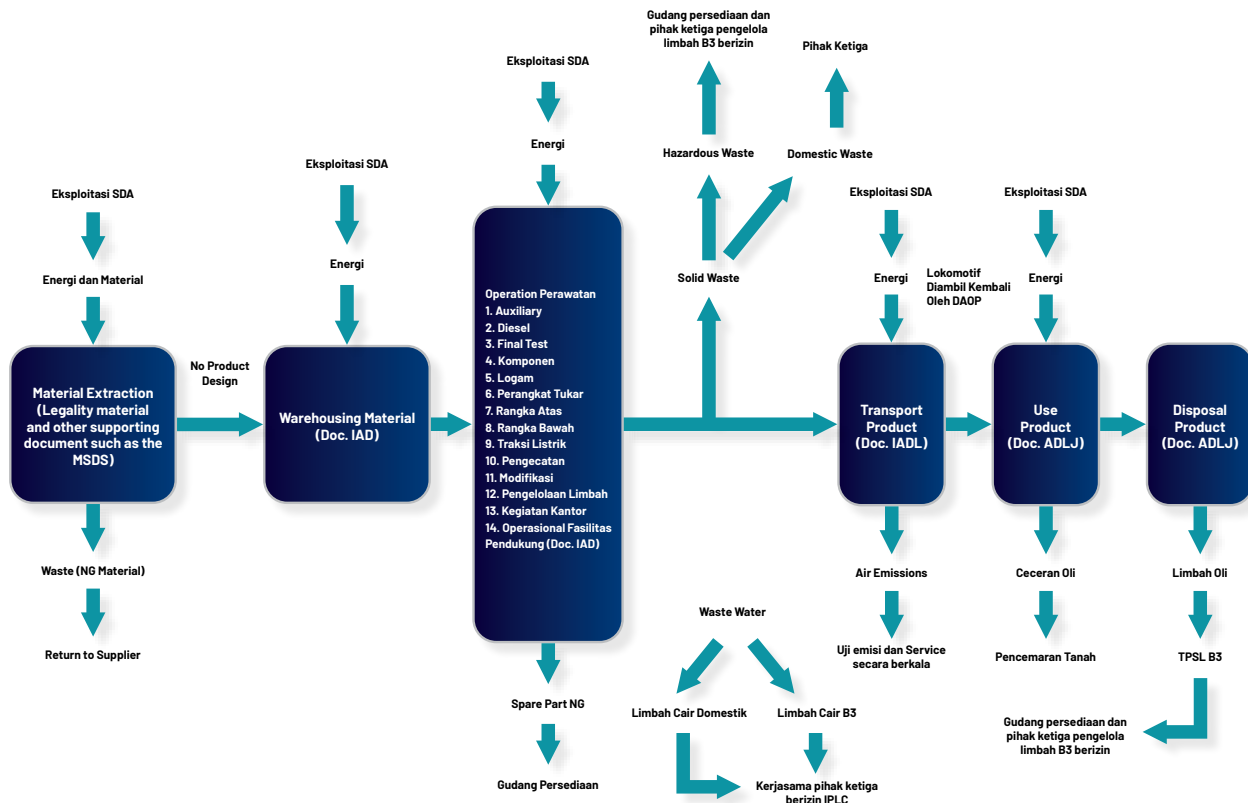
| Metode Pengolahan Limbah / Waste Treatment Methods                             | Satuan / Unit | 2024    | 2023    |
|--------------------------------------------------------------------------------|---------------|---------|---------|
| Limbah dan Sampah Non B3 / Non-Hazardous Waste and Garbage                     |               |         |         |
| Dialihkan dari Pembuangan Akhir / Diverted from Landfill                       |               |         |         |
| Penggunaan Kembali / Reuse                                                     | Ton           | 0       | 0       |
| Daur Ulang / Recycle                                                           | Ton           | 0       | 0       |
| Pembuatan Kompos / Compost Making                                              | Ton           | 0       | 0       |
| Total                                                                          | Ton           | 0       | 0       |
| Dikirimkan ke Pembuangan Akhir / Transported to Landfill                       |               |         |         |
| Pembakaran dengan <i>energy recovery</i> / Incineration with energy recovery   | Ton           | 0       | 0       |
| Pembakaran tanpa <i>energy recovery</i> / Incineration without energy recovery | Ton           | 0       | 0       |
| Dikirim ke pihak ke-3 / Transported to the third party                         | Ton           | 1660,08 | 1068,93 |
| Dikirim ke Pembuangan Akhir (TPA) / Transported to Landfill (TPA)              | Ton           | 0       | 0       |
| Total                                                                          | Ton           | 1660,08 | 1068,93 |
| Total Limbah Non B3 / Total Non-Hazardous Waste                                | Ton           | 1660,08 | 1068,93 |
| TOTAL LIMBAH / TOTAL WASTE                                                     | Ton           | 1978,22 | 1281,89 |

**Waste and Effluent Management Mechanism [OJK F.14] [GRI 3-3, 306-2]**

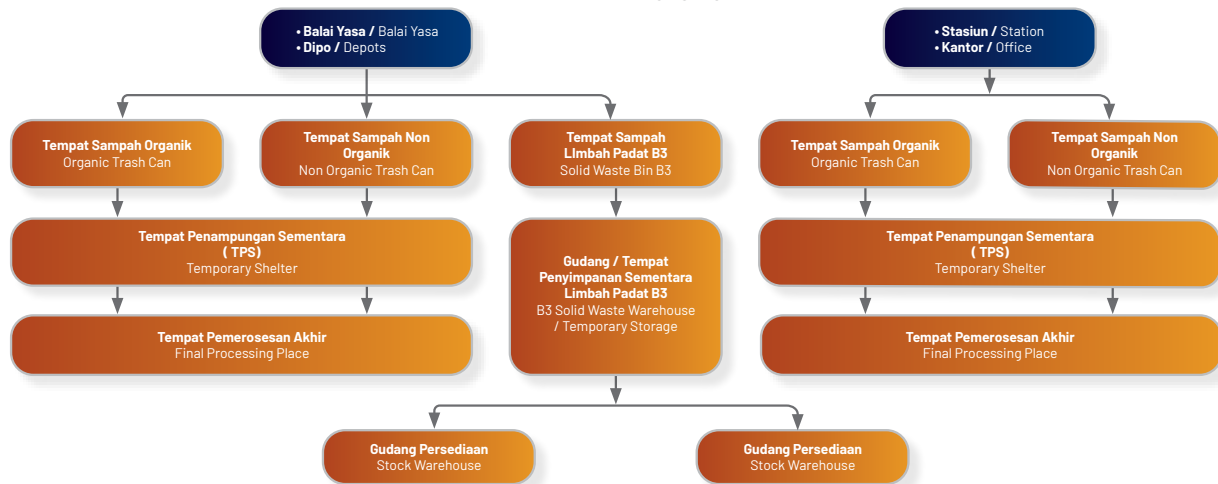
KAI secara berkala melakukan pemantauan terhadap dampak yang ditimbulkan dari limbah operasional ataupun aktivitas rantai pasok, melalui penerapan *life cycle perspective* dengan uraian sebagai berikut: **[GRI 306-2, 306-4, 306-5]**

**Waste and Effluent Management Mechanism [OJK F.14] [GRI 3-3, 306-2]**

KAI regularly monitors the impacts of operational waste and supply chain activities through the implementation of a life cycle perspective with the following details: **[GRI 306-2, 306-4, 306-5]**



Khusus limbah padat, alur pengelolaan limbah di lingkungan Perseroan diuraikan melalui skema berikut:



Specifically for solid waste, the waste management flow in the Company's environment is described through the following scheme:

Untuk menunjang pengelolaan limbah yang dilakukan di Balai Yasa, Dipo, Kantor, dan Stasiun, KAI menerapkan kebijakan sebagai berikut:

- Di setiap tempat kerja terbuka maupun tertutup yang berpotensi adanya limbah wajib disediakan tempat sampah organik dan non organik yang harus selalu dalam keadaan tertutup;
- Secara berkala sampah di Balai Yasa, dipo, kantor, dan stasiun dibuang ke Tempat Pembuangan Sementara (TPS) terdekat dan diangkut oleh dinas kebersihan setempat ke Tempat Pemrosesan Akhir (TPA);
- Sampah tidak boleh dibakar dan ditimbun di dalam tanah;
- Setiap Balai Yasa, dipo, dan stasiun harus memiliki dokumen lingkungan kemudian mengurus izin lingkungan untuk kemudian memproses izin perlindungan dan pengelolaan lingkungan hidup;
- Menyediakan gudang/tempat penyimpanan sementara (TPS) limbah padat B3 seperti komponen elektronik bekas, potongan besi, baterai, accu, lampu Tube Luminescent (TL), dan lain-lain. TPS limbah B3 harus memenuhi persyaratan dan memiliki izin penyimpanan limbah B3;
- Tempat penyimpanan limbah B3 harus memenuhi persyaratan;
- Untuk limbah B3 yang dihasilkan lebih dari 50 kg penyimpanannya paling lama 90 hari sejak limbah B3 dihasilkan, sedangkan untuk limbah B3 yang dihasilkan kurang dari 50 kg penyimpanannya paling lama 180 hari sejak limbah B3 dihasilkan;
- Limbah B3 diberi label yang berisikan nama limbah B3, identitas penghasil limbah B3, tanggal dihasilkannya limbah B3 dan tanggal pengemasan limbah B3 serta simbol dan label limbah B3.

To support waste management carried out at the Train Workshop, Depot, Office and Station, KAI implements the following policies:

- In every open or closed workplace with the potential to produce waste, organic and non-organic waste bins must be provided which must always be closed;
- Periodically, waste at Train Workshop, depots, offices and stations is disposed of at the nearest Temporary Disposal Site and transported by the local sanitation service to the Final Disposal Site;
- Garbage should not be burned and piled in the ground;
- Every service center, depot and station must have environmental documents and then process environmental permits to then process permits for environmental protection and management;
- Providing a warehouse/temporary storage place for hazardous solid waste such as used electronic components, scrap metal, batteries, accumulator, TL lamps, etc., to be sent to the Supply Warehouse/work partners who already have permits for storing and managing hazardous waste;
- The hazardous waste storage area must meet the requirements;
- For hazardous waste produced in excess of 50 kg, storage is no longer than 90 days from the time the hazardous waste is produced, whereas for hazardous waste produced less than 50 kg, storage is no later than 180 days from the time the hazardous waste is produced;
- Hazardous waste is labeled containing the name of the hazardous waste, the identity of the hazardous waste producer, the date the hazardous waste was produced and the date the hazardous waste was packaged as well as the hazardous waste symbol and label;



- i. Setelah penyimpanan melebihi jangka waktu maka seluruh (100%) limbah B3 akan diangkut ke Gudang Persediaan dan mitra kerja yang memiliki izin pengolahan limbah B3. Pengolahan limbah B3 dapat dilakukan dengan beberapa cara seperti termal, stabilisasi dan solidifikasi, dan/atau cara lain sesuai perkembangan teknologi.

KAI juga melakukan pengelolaan limbah padat di atas kereta dengan ketentuan sebagai berikut:

- a. Sampah yang berasal dari restorasi kereta api dan penumpang dipisahkan antara sampah organik dan sampah anorganik.
- b. Setelah sampai stasiun tujuan sampah dibuang ke TPS stasiun.
- c. KAI telah mengeluarkan kebijakan untuk mencegah dan mengontrol polusi dari kegiatan operasional perusahaan, tertuang dalam Kebijakan Health, Safety, Security & Environment Nomor KS.102/XII/1/ KA-2022 tanggal 16 Desember 2022.

Sebagai Perusahaan penyedia jasa layanan perkeretaapian utama di Indonesia, KAI menjalankan tanggung jawabnya melakukan pengelolaan armada bekas, salah satunya adalah gerbong kereta, yang sudah tidak dapat digunakan lagi. Prosedur penanganan armada bekas berbeda dengan limbah padat yang sudah dijelaskan sebelumnya karena merupakan aset aktiva tetap serta memiliki volume dan berat yang sangat besar.

Armada yang dinyatakan tidak dapat lagi diperbaiki atau digunakan saat penggunaannya sudah mencapai 20-40 tahun, maka akan diubah statusnya menjadi aset Aktiva Tetap Diberhentikan dari Operasi (ATDO). Kemudian Perseroan melakukan proses tender penjualan kepada usaha berbadan hukum setelah meminta persetujuan Kementerian BUMN dan Kementerian Perhubungan dalam proses penghapusbukuan dan penjualan sebagaimana tertulis dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor: PER.U/KM.105/IV/1/KA 2022 tentang Pedoman Penghapusbukuan dan Penjualan Aset Sarana, Prasarana, dan Fasilitas Perawatan Diberhentikan dari Operasi.

Badan usaha seperti PT Barata Indonesia, PT Pindad, dan PT Krakatau Steel membeli armada bekas untuk mendapatkan besi, baja dan logam yang merupakan komponen armada. Selanjutnya, armada bekas diproses dengan pemotongan, penimbangan, pengangkutan untuk kemudian didistribusikan kembali atau diproses ulang menjadi produk yang berbeda. Prosedur penanganan armada bekas ini menjadi wujud nyata

- i. After storage exceeds the time limit, all (100%) hazardous waste will be transported to the Inventory Warehouse and to partners with hazardous waste processing permits. Processing of hazardous waste can be carried out through various methods such as thermal treatment, stabilization and solidification, and/or other methods in accordance with technological advancements.

The Company also manages solid waste on trains with the following provisions:

- a. Waste originating from train and passenger restoration is separated into organic waste and inorganic waste.
- b. After arriving at the destination station, the waste is disposed of at the station's temporary site disposal.
- c. KAI has issued a policy to prevent and control pollution from company operational activities as stated in Health, Safety, Security & Environment Policy No. KS.102/XII/1/ KA-2022 dated December 16, 2022.

As the principal railway service provider in Indonesia, KAI carries out its responsibility to manage used fleets, one of which is train carriages, which can no longer be used. The procedure for handling used fleets is different from solid waste as previously explained because it is a fixed asset and has a very large volume and weight.

Fleets that are declared no longer repairable or usable when their use has reached 20-40 years will have their status changed to Fixed Assets Discontinued from Operation (ATDO). Then the Company carries out a tender process for sales to legal entities after requesting approval from the Ministry of SOEs and the Ministry of Transportation in the write-off and sale process as stated in the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) No: PER.U/KM.105/IV/1/KA 2022 concerning Guidelines for Write-off and Sale of Assets of Facilities, Infrastructure, and Maintenance Facilities Discontinued from Operation.

Business entities such as PT Barata Indonesia, PT Pindad, and PT Krakatau Steel purchase used fleets to obtain iron, steel, and metals which are components of the fleet. Furthermore, the used fleet is processed by cutting, weighing, transporting to then be redistributed or reprocessed into different products. This used fleet handling procedure is a concrete manifestation of KAI's commitment to implementing a life

komitmen KAI dalam menerapkan *life cycle perspective*, yang terbukti dapat memberikan kontribusi terhadap ekonomi sirkular.

### Limbah Cair (Effluent) [GRI 306-2]

KAI melakukan pengelolaan limbah cair secara tepat dan bijak sesuai dengan Peraturan Menteri Lingkungan Hidup Republik Indonesia Nomor 5 tahun 2014 tentang Baku Mutu Air Limbah. Selain itu juga merujuk pada ISO 14001:2015 tentang Sistem Manajemen Lingkungan untuk 4 (empat) area kerja yaitu, Balai Yasa Yogyakarta, Balai Yasa Tegal, Balai Yasa Cirebon Prujakan dan Dipo Lokomotif Cirebon.

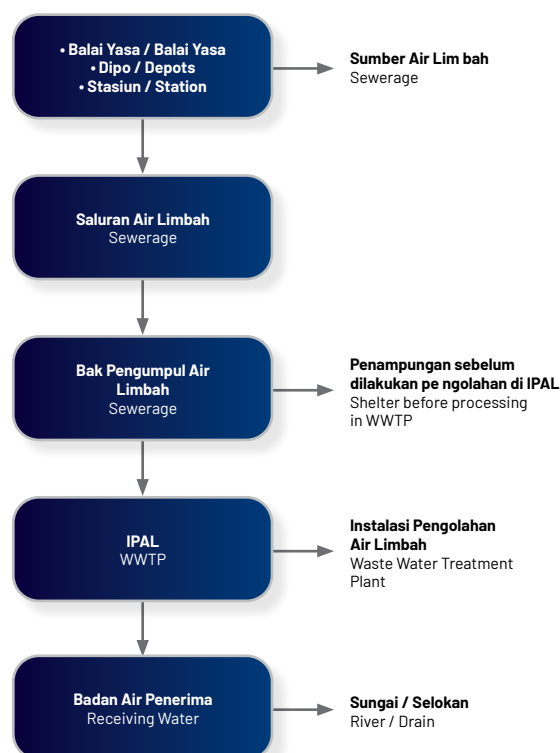
Kebijakan tersebut diturunkan dalam kebijakan internal Surat Keputusan Nomor KEP.U/KS.10I/IV/I/KA-2017. Mengacu pada kebijakan tersebut, pengelolaan buangan limbah cair dilakukan dengan menggunakan 62 Unit Instalasi Pengolahan Air Limbah (IPAL) yang tersebar di banyak lokasi operasional. Debit air limbah yang masuk dari kegiatan operasional dan keluar dari IPAL dipastikan sama dengan pemantauan nilai *flowmeter* pada saluran masuk (*inlet*) dan saluran pembuangan (*outlet*) IPAL. KAI memastikan bahwa seluruh air yang digunakan untuk keperluan operasional dan menjadi air limbah dikelola dengan IPAL agar dapat sesuai dengan baku mutu yang ditetapkan sebelum dibuang ke badan air penerima sebagaimana bagan berikut:

cycle perspective, which has been proven to contribute to a circular economy.

### Liquid Waste (Effluent) [GRI 306-2]

KAI manages liquid waste appropriately and wisely in accordance with the Regulation of the Minister of Environment of the Republic of Indonesia No. 5 of 2014 concerning Wastewater Quality Standards. In addition, it also refers to ISO 14001: 2015 concerning the Environmental Management System for 4 (four) work areas, namely, Balai Yasa Yogyakarta, Balai Yasa Tegal, Balai Yasa Cirebon Prujakan and Depo Lokomotif Cirebon.

This policy is stated in the internal policy of Decree No. KEP.U/KS.10I/IV/I/KA-2017. Referring to the policy, wastewater management is carried out using 62 Wastewater Treatment Plant (WWTP) Units spread across many operational locations. The discharge of wastewater entering from operational activities and leaving the WWTP is ensured to be the same by monitoring the flowmeter value at the WWTP inlet and outlet. KAI ensures that all water used for operational purposes and becomes wastewater is managed by WWTP so that it can comply with the established quality standards before being discharged into the receiving water body, as shown in the following chart:



### Laporan Pemantauan Limbah

Secara berkala, KAI melalui masing-masing unit penghasil limbah melakukan pemantauan dan pengelolaan limbah serta melakukan pelaporan pengelolaan limbah kepada Dinas Lingkungan Hidup dan instansi terkait. Pada tahun 2024, Perseroan tercatat menghasilkan limbah padat sebesar 1,91 ton dan limbah cair sebesar 271.360 Liter. Berdasarkan pelaporan ini, Perseroan berhasil menekan limbah yang dihasilkan dari aktivitas operasional.

Berikut ini merupakan informasi mengenai pengelolaan limbah yang dihasilkan melalui pihak ketiga selama 3 (tiga) tahun terakhir:

### Waste Monitoring Report

KAI, through each waste-generating unit, periodically monitors and manages waste and reports waste management to the Environmental Service and related agencies. In 2024, the Company recorded solid waste of 1.91 tons and liquid waste of 271,360 liters. Based on this report, the Company has succeeded in reducing waste generated from operational activities.

Information on the management of waste generated through third parties over the past 3 (three) years is as follows:

#### Reuse/Recycle Limbah melalui Pihak Ketiga (Ton)

| 2024     | 2023     | 2022     |
|----------|----------|----------|
| 2.199,41 | 1.094,11 | 1.224,94 |

#### Reuse/Recycle Waste through Third Parties (Tons)

### Tumpahan yang Terjadi [OJK F.15]

Upaya kuat Perusahaan dalam melakukan pengelolaan limbah berdampak dengan tidak terdapatnya tumpahan atau kebocoran limbah yang terjadi dalam kegiatan operasional Perseroan.

### Spills [OJK F.15]

The Company's strong efforts in managing waste have resulted in zero spills or waste leaks occurring in the Company's operational activities.

### ASPEK PENGADUAN LINGKUNGAN HIDUP

#### Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan [OJK F.16] [GRI 413-2]

KAI telah memiliki saluran pelaporan yang dapat digunakan oleh masyarakat sekitar atau pemangku kepentingan lain untuk menyampaikan adanya pencemaran lingkungan akibat aktivitas operasi Perseroan. Komitmen KAI dalam menaati peraturan terkait lingkungan hidup berdampak dengan tidak adanya pelanggaran yang dilakukan Perseroan sejak tahun 2020 terhadap kewajiban hukum maupun peraturan lingkungan yang berlaku. Selain itu, KAI juga tidak menerima denda atau sanksi terkait isu lingkungan selama periode tersebut.

### ENVIRONMENTAL COMPLAINTS ASPECT

#### Number and Material of Environmental Complaints Received and Resolved [OJK F.16] [GRI 413-2]

KAI has a reporting channel that can be used by the surrounding community or other stakeholders to report environmental pollution due to the Company's operational activities. KAI's commitment to complying with environmental regulations has resulted in zero violations by the Company since 2020 regarding applicable legal obligations or environmental regulations. In addition, KAI also did not receive fines or sanctions related to environmental issues during the period.

KAI memiliki komitmen kuat dalam mengelola dampak aktivitas operasi terhadap lingkungan yang tertuang dalam kebijakan dan kepatuhan terhadap peraturan. Kami menerapkan praktik terbaik dan *life cycle perspective* dalam mencegah dan mengontrol pencemaran dan dampak negatif yang dihasilkan. [GRI 2-25, 2-27] Per 31 Desember 2024 KAI tidak menerima pengaduan dari masyarakat atau instansi yang berkaitan dengan pencemaran yang diakibatkan oleh operasional perusahaan. Dengan demikian, tidak terdapat informasi mengenai daftar pengaduan karena dampak pencemaran yang dihasilkan dari aktivitas operasi KAI.

KAI has a strong commitment to managing the impact of operational activities on the environment as stated in the policy and compliance with regulations. We apply best practices and a life cycle perspective in preventing and controlling pollution and the negative impacts it produces. [GRI 2-25, 2-27] As of December 31, 2024, KAI has not received any complaints from the public or agencies related to pollution caused by the Company's operations. Thus, there is no information regarding the list of complaints due to the impact of pollution resulting from KAI's operational activities.

### Peninjauan Pemasok [GRI 308-1, 308-2]

Untuk menjaga keberlanjutan Perusahaan, tentunya dibutuhkan komitmen dari para pemangku kepentingan, salah satunya para mitra kerja atau pemasok. KAI melakukan seleksi terhadap para mitra kerja yang menjalankan pemenuhan terhadap prinsip-prinsip keberlanjutan. Untuk itu, KAI telah menyusun Kode Etik Keberlanjutan Pemasok yang wajib dipatuhi oleh para mitra kerja.

Penyusunan Kode Etik Keberlanjutan KAI mempertimbangkan aspek Tata Kelola Perusahaan yang Baik, lingkungan, dan sosial, yang mencakup:

#### a. Etika dan Integritas Bisnis

KAI mensyaratkan para pemasok untuk memiliki komitmen terhadap etika dan integritas, menjunjung tinggi standar etika dan integritas dalam menjalankan bisnisnya dan mengharuskan pekerja-pekerjanya bekerja jujur serta menghindari korupsi dan suap.

#### b. Manajemen Lingkungan

KAI mewajibkan para pemasoknya untuk melindungi lingkungan dan berupaya menghindari serta memperbaiki dampak lingkungan yang mungkin disebabkan oleh operasi KAI. Dengan demikian, para pemasok wajib berusaha menerapkan praktik terbaik dalam pengelolaan lingkungan.

#### c. Kesehatan dan Keselamatan Kerja (K3)

KAI menempatkan kesehatan dan keselamatan pekerja, pemasok, kontraktor, dan mitra bisnis sebagai prioritas tertinggi sesuai dengan tujuan operasional kesehatan dan keselamatan KAI yaitu "Setiap Orang Selamat Selalu!" Untuk itu, KAI mewajibkan para pemasok mengutamakan kesehatan dan keselamatan dalam segala hal yang mereka lakukan.

#### d. Ketenagakerjaan dan Hak Asasi Manusia (HAM)

KAI percaya bahwa pekerja adalah aset paling berharga yang memiliki peran strategis dalam mendukung keberlanjutan bisnis dan KAI berkomitmen untuk terus mengembangkan kompetensi pekerja. KAI berkomitmen menghormati hak asasi manusia sesuai dengan Prinsip-Prinsip Panduan Perserikatan Bangsa-Bangsa tentang Bisnis dan Hak Asasi Manusia (United Nations Guiding Principles on Business and Human Rights). KAI mengharapkan pemasok menghormati hak semua pekerja, mitra bisnis dan masyarakat yang terkena dampak di wilayah operasi mereka.

### Supplier Review [GRI 308-1, 308-2]

The commitment to maintain the Company's sustainability requires commitment from stakeholders, including business partners or suppliers. KAI conducts selection of business partners who implement sustainability principles. Therefore, KAI has established a Supplier Sustainability Code of Conduct that must be complied with by all business partners.

The development of KAI's Sustainability Code of Conduct considers aspects of Good Corporate Governance, environment, and social responsibility, which include:

#### a. Business Ethics and Integrity

KAI requires suppliers to demonstrate commitment to ethics and integrity, uphold high standards of ethical business conduct, and ensure their employees work honestly while avoiding corruption and bribery.

#### b. Environmental Management

KAI mandates its suppliers to protect the environment and strive to prevent and mitigate any environmental impacts potentially caused by KAI's operations. Thus, suppliers must implement environmental best management practices.

#### c. Occupational Health and Safety (OHS)

KAI prioritizes the health and safety of employees, suppliers, contractors, and business partners in accordance with KAI's operational health and safety objective: "Everyone Safe Always!" Therefore, KAI require suppliers to prioritize health and safety in all their activities.

#### d. Labor and Human Rights

KAI believes employees are the most valuable assets who play a strategic role in supporting business sustainability, and is committed to continuously developing employee competencies. KAI is committed to respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights. KAI expect suppliers to respect the rights of all employees, business partners and affected communities in their operational areas.

#### e. Pelibatan Masyarakat

KAI percaya bahwa pelibatan masyarakat adalah hal yang penting dalam memastikan keberhasilan operasional KAI dan menjaga izin sosial untuk beroperasi. KAI berkomitmen untuk melaksanakan pelibatan masyarakat dan berkontribusi dalam peningkatan kesejahteraan www.kai.id masyarakat di wilayah tempat KAI beroperasi. Kami mewajibkan para pemasok kami memiliki komitmen yang sama.

KAI memiliki mekanisme penyampaian keluhan bagi para pemasok. Para pemasok dapat mengajukan keluhan tentang tindakan-tindakan tidak etis oleh pekerja KAI dan pihak terkait lainnya yang dapat mencegah pemasok untuk mematuhi Kode Etik Keberlanjutan Pemasok ini, melalui sistem pengaduan KAI yang dapat diakses di situs Perseroan <https://www.kai.id/> dan layanan WBS (*Whistle Blowing System*) pada laman <https://www.kai.id/corporate/gcg>.

KAI mendorong para pemasok untuk melakukan pemantauan mandiri terhadap kepatuhan mereka terhadap Kode Etik Keberlanjutan Pemasok Perseroan. Di samping itu, KAI secara berkala melakukan evaluasi terhadap implementasi Kode Etik Keberlanjutan Pemasok ini, termasuk melalui audit oleh pihak ketiga yang independen. Kode Etik Keberlanjutan Pemasok ini akan ditinjau secara berkala dan diperbarui sesuai kebutuhan.

Sepanjang tahun 2024, KAI telah melakukan seleksi kepada 43% pemasok berdasarkan Kode Etik Keberlanjutan Pemasok Perseroan, yang mencakup kriteria Tata Kelola Perusahaan yang Baik, lingkungan, dan sosial. KAI memastikan seluruh (100%) pemasok yang bekerja sama dengan kami telah mematuhi Kode Etik Keberlanjutan Pemasok KAI serta peraturan perundang-undangan yang berlaku. Dengan demikian, semua rantai pasok kami tidak memiliki dampak lingkungan negatif aktual dan signifikan, sesuai yang tercantum pada Peraturan Direksi PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 tentang Pedoman Pengadaan Barang dan Jasa.

#### e. Community Engagement

KAI believes community engagement is essential to ensure operational success and maintain social license to operate. KAI is committed to implementing community engagement and contributing to the welfare of communities in KAI's operational areas. KAI require our suppliers to share the same commitment.

The Company has established a grievance mechanism for suppliers. Suppliers may submit complaints about unethical actions by KAI employees and other related parties that may prevent suppliers from complying with this Supplier Sustainability Code of Conduct, through KAI's complaint system accessible at the Company's website <https://www.kai.id/> and the Whistleblowing System (WBS) at <https://www.kai.id/corporate/gcg>.

KAI encourages suppliers to conduct self-monitoring of their compliance with the Company's Supplier Sustainability Code of Conduct. In addition, KAI periodically evaluates the implementation of this Supplier Sustainability Code of Conduct, including through audits by independent third parties. This Supplier Sustainability Code of Conduct will be reviewed periodically and updated as needed.

Throughout 2024, KAI has conducted a selection of 43% suppliers based on the Company's Supplier Sustainability Code of Conduct, which includes Good Corporate Governance, environmental, and social criteria. KAI ensures all (100%) suppliers working with us have complied with KAI's Supplier Sustainability Code of Conduct and applicable regulations. Thus, our entire supply chain has no actual significant negative environmental impacts, as stipulated in the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 on Goods and Services Procurement Guidelines.



## Kinerja Sosial

### Social Performance



#### ASPEK KETENAGAKERJAAN

##### Kepegawaian [GRI 3-3, 2-7]

Perseroan memahami bahwa akselerasi transformasi bisnis dapat berjalan bila didukung dengan sumber daya manusia (SDM) yang unggul, berkualitas, berkarakter, dan memiliki kemampuan daya saing. Untuk dapat menghadirkan produk, jasa, dan pelayanan terbaik bagi pelanggan maupun pemangku kepentingan lain, KAI melakukan pengelolaan SDM secara komprehensif dan berkesinambungan.

Di bawah koordinasi Direktorat Human Capital and General Affairs, KAI melakukan pengelolaan sumber daya manusia secara komprehensif, meliputi proses rekrutmen, pergantian pekerja, penerapan praktik ketenagakerjaan, hingga pemberian pendidikan dan pelatihan. Penerapan pengelolaan SDM dilakukan sesuai dengan Peraturan Direksi Nomor PER.U/KH.102/ VII/1/ KA2017 tanggal 14 Juli 2017 sebagaimana telah beberapa kali diubah terakhir dengan Peraturan Direksi Nomor PER. U/ KH.102/V/1/KA-2021 tanggal 23 September 2021.

##### Tinjauan Kinerja Pekerja [GRI 404-3]

Perseroan melakukan evaluasi kinerja setiap semester dalam setahun untuk seluruh pekerja, baik pekerja tetap maupun tidak tetap (100%) serta satuan kerja guna memastikan pemenuhan terhadap target dan tujuan kinerja. Penilaian dilakukan dengan mengacu pada visi, misi, dan tujuan jangka panjang KAI, serta *Key Performance Indicators* (KPI) atau *Performance Indicators* (PI) Korporat. Hal ini dilakukan untuk menjaga keselarasan antara pencapaian kinerja pekerja ataupun satuan kerja dengan sasaran kinerja Perseroan.

Adapun metode penilaian kinerja pekerja sebagai berikut:

1. *Key Performance Indicators* (KPI)
2. 360 derajat

#### EMPLOYMENT ASPECTS

##### Employee [GRI 3-3, 2-7]

The Company realizes that the acceleration of business transformation may run if supported by excellent and high-quality human capital (HC) with character and is competitive. To present the best products and services for customers and other stakeholders, KAI carries out comprehensive and sustainable HC management.

KAI carries out comprehensive human resource management under the coordination of the Directorate of Human Capital and General Affairs, including the recruitment process, employee turnover, implementation of employment practices, to the provision of education and training. The HC management implementation is carried out following the Board of Directors Regulation Number PER.U/KH.102/VII/1/KA2017 dated July 14, 2017, as amended several times, most recently by the Board of Directors Regulation Number PER. U/ KH.102/V/1/KA-2021 dated September 23, 2021.

##### Employee Performance Review [GRI 404-3]

The Company conducts a performance evaluation every semester of the year for all employees, both permanent and non-permanent (100%), and work units to ensure fulfillment of performance targets and objectives. The assessment is conducted by referring to KAI's vision, mission, and long-term goals, as well as *Key Performance Indicators* (KPI) or *Corporate Performance Indicators* (PI). This is done to ensure alignment between employee or work unit performance achievements and the Company's performance targets.

The employee performance assessment methods are as follows:

1. *Key Performance Indicators* (KPI)
2. 360 degree

Kinerja Sosial  
Social Performance**Kebebasan Berkumpul dan Berserikat [GRI 2-30, 407-1]**

KAI memandang pekerja merupakan pemangku kepentingan yang memiliki peran penting bagi keberlangsungan usaha dalam jangka panjang, sehingga Perseroan berupaya menjaga hubungan yang baik dengan pekerja. Hubungan yang baik dapat meningkatkan produktivitas kerja, kesejahteraan pekerja, dan menciptakan lingkungan kerja yang positif. Atas dasar itu, Perseroan menerapkan komunikasi yang efektif, empati, etika kerja yang baik, dan kepercayaan untuk mencapai hubungan industrial yang harmonis.

Perseroan telah memiliki Serikat Pekerja Kereta Api (SPKA). Pada periode 2024, sebanyak 21.674 pekerja KAI atau 79,21% telah menjadi anggota SPKA. Untuk

**Freedom of Assembly and Association [GRI 2-30, 407-1]**

KAI views employees as stakeholders who have an important role in long-term business sustainability, thus the Company strives to maintain good relations with employees. Good relations can improve work productivity, employee welfare, and create a positive work environment. On that basis, the Company implements effective communication, empathy, good work ethics, and trust to achieve harmonious industrial relations.

The Company has the Indonesian Railway Workers Union (SPKA). In the 2024 period, 21,674 KAI employees or 79.21% became members of SPKA. To improve

meningkatkan hubungan komunikasi antara Manajemen dan Serikat Pekerja KAI, sekaligus melindungi seluruh pekerja KAI (100%), KAI memiliki Perjanjian Kerja Bersama (PKB) yang disusun berdasarkan Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, serta Keputusan Menteri Tenaga Kerja dan Transmigrasi No. 255/Men/2003 tentang Tata Cara Pembentukan dan Susunan Keanggotaan Lembaga Kerja Sama Bipartit (LKS Bipartit). Penyusunan dokumen tersebut dilakukan bersama Serikat Pekerja Kereta Api (SPKA), dengan hasil dokumen mendapat tinjauan berkala setiap 2 (dua) tahun sekali. PKB yang berlaku di tahun 2023 adalah PKB perubahan dari periode 2020-2022 ke periode tahun 2022-2024 yang naskahnya ditandatangani pada 5 Juli 2022 oleh Direktur Utama sebagai pihak yang mewakili Manajemen KAI dan Ketua Umum Serikat Pekerja KAI yang mewakili SPKA.

Dokumen PKB tersebut telah didaftarkan pada Kementerian Ketenagakerjaan RI dengan Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja Nomor KEP.4/ HI.00.01/00.0000.220629007/B/ VIII/2022 tanggal 16 Agustus 2022. Manajemen KAI senantiasa melindungi dan memenuhi hak pekerja sesuai dengan ketentuan yang tercantum di dalam PKB. Seluruh penetapan, peraturan, dan remunerasi yang berlaku bagi pekerja KAI telah sesuai peraturan dan kebijakan yang berlaku dan disetujui oleh seluruh (100%) pekerja organik dalam PKB, termasuk kebebasan berserikat dan periode pemberitahuan minimum 2 (dua) minggu sebelum pekerja mengalami perubahan operasional seperti mutase.

#### Informasi Terkait Perubahan Operasi Signifikan [GRI 402-1]

KAI senantiasa berupaya meraih pertumbuhan yang berkualitas melalui transformasi yang komprehensif, mencakup digitalisasi, peningkatan layanan, dan modernisasi sarana dan prasarana. Dengan kinerja ekonomi yang positif, Perseroan dapat mendukung kesejahteraan pekerja. Namun risiko ketidakpastian finansial dapat terjadi di masa depan sehingga mengakibatkan perubahan operasi signifikan dalam operasional, terutama berkaitan dengan penghentian kerja pekerja. Hal ini berdampak besar bagi pekerja. Untuk itu Perseroan menetapkan pemberlakuan pemutusan hubungan kerja selama 14 hari kerja sejak Surat Keputusan Hukuman Disiplin Tingkat Berat disampaikan/diberitahukan kepada pekerja. Hal tersebut bertujuan untuk memberikan kesempatan bagi pekerja dalam hal akan mengajukan keberatan atas keputusan Perseroan dan hal tersebut telah sesuai dengan ketentuan sebagaimana diatur dalam peraturan perundangan yang berlaku

communication between Management and the KAI Workers Union, while protecting all KAI employees (100%), KAI has a Collective Labor Agreement (PKB) prepared based on Law No. 13 of 2003 concerning Employment and the Decree of the Minister of Manpower and Transmigration No. 255/Men/2003 concerning Procedures for the Formation and Membership of Bipartite Cooperation Institutions (LKS Bipartit). The document preparation was carried out in collaboration with the KAI Workers' Union (SPKA), with the document results being periodically reviewed every 2 (two) years. The PKB applicable in 2023 is a revised agreement from the 2020-2022 period to the 2022-2024 period, with the document signed on July 5, 2022, by the President Director representing KAI Management and the Chairman of the KAI Workers' Union representing SPKA.

The PKB document has been registered with the Ministry of Manpower of the Republic of Indonesia under the Decree of the Director General of Industrial Relations and Workforce Social Security No. KEP.4/HI.00.01/00.0000.220629007/B/VIII/2022 dated August 16, 2022. KAI Management continuously protects and fulfills employee rights as stipulated in the PKB. All provisions, regulations, and remuneration applicable to KAI employees comply with existing laws and policies and are approved by all (100%) organic employees in the PKB, including freedom of association and a minimum notice period of two weeks before employees experience operational changes such as transfers.

#### Information Related to Significant Operational Changes [GRI 402-1]

KAI continues to strive to achieve quality growth through comprehensive transformation, including digitalization, service improvement, and modernization of facilities and infrastructure. The Company can support employee welfare with positive economic performance. However, the risk of financial uncertainty may occur in the future, resulting in significant operational changes in operations, especially related to employee termination. This has a major impact on employees. For this reason, the Company has determined the implementation of termination of employment for 14 working days since the Severe Disciplinary Punishment Decision Letter is delivered/notified to employees. This aims to provide an opportunity for employees to file objections to the Company's decision and this has been in accordance with the provisions as stipulated in the applicable laws and regulations.

**Perekrutan Pegawai Baru dan Pergantian Pegawai [GRI 3-3, 401-1]**

KAI melakukan perekrutan pegawai baru dan pergantian pegawai sebagai upaya mendukung aktivitas operasional dan pengembangan organisasi. Pada periode 2024, Perseroan telah mengeluarkan biaya sebesar Rp5.186.355.756,- untuk melakukan perekrutan. Sementara itu realisasi biaya perekrutan dari tahun 2019-2023 adalah sebagai berikut:

**New Employee Recruitment and Employee Turnover [GRI 3-3, 401-1]**

KAI conducts new employee recruitment and employee turnover in an effort to support operational activities and organizational development. In 2024, the Company spent Rp5,186,355,756 to conduct recruitment. Meanwhile, the realization of recruitment costs from 2019-2023 is as follows:

**Realisasi Biaya Perekrutan Tahun 2019-2023****Recruitment Cost Realization in 2019-2023**

| No.                | Tahun / Year | Biaya / Cost              | Jumlah CAPEK / CAPEK Total |
|--------------------|--------------|---------------------------|----------------------------|
| 1                  | 2019         | Rp1.162.830.162,-         | 279                        |
| 2                  | 2020         | Rp769.743.730,-           | 5                          |
| 3                  | 2021         | Rp1.032.393.978,-         | 85                         |
| 4                  | 2022         | Rp3.695.170.859,-         | 1.221                      |
| 5                  | 2023         | Rp5.750.302.096,-         | 1.563                      |
| <b>Grand Total</b> |              | <b>Rp12.410.440.825,-</b> | <b>3.153</b>               |

Adapun rekrutmen dan pergantian pekerja KAI pada tahun 2024 adalah sebagai berikut:

KAI's recruitment and employee turnover in 2024 are as follows:

**Jumlah Pekerja Baru Berdasarkan Wilayah Kerja****Number of New Employees by Work Region**

| Wilayah Operasional / Operational Area                        | 2024        |                 |       |                             | 2023        |                 |       |                             | 2022        |                 |       |                             |
|---------------------------------------------------------------|-------------|-----------------|-------|-----------------------------|-------------|-----------------|-------|-----------------------------|-------------|-----------------|-------|-----------------------------|
|                                                               | Pria / Male | Wanita / Female | Total | Persentase / Percentage (%) | Pria / Male | Wanita / Female | Total | Persentase / Percentage (%) | Pria / Male | Wanita / Female | Total | Persentase / Percentage (%) |
| Balai Yasa Manggarai / Manggarai Railway Workshop             | 9           | 6               | 15    | 2,36%                       | 19          | 0               | 19    | 1,10%                       | 0           | 0               | 0     | 0,00%                       |
| Balai Yasa Pulubrayan / Pulubrayan Railway Workshop           | 3           | 0               | 3     | 0,47%                       | 1           | 0               | 1     | 0,06%                       | 0           | 0               | 0     | 0,00%                       |
| Balai Yasa Tegal / Tegal Railway Workshop                     | 8           | 5               | 13    | 2,05%                       | 11          | 0               | 11    | 0,64%                       | 4           | 0               | 4     | 0,34%                       |
| Balai Yasa Lahat / Lahat Railway Workshop                     | 8           | 5               | 13    | 2,05%                       | 27          | 2               | 29    | 1,69%                       | 14          | 0               | 14    | 1,18%                       |
| Balai Yasa Yogyakarta / Yogyakarta Railway Workshop           | 8           | 2               | 10    | 1,57%                       | 25          | 4               | 29    | 1,69%                       | 3           | 0               | 3     | 0,25%                       |
| Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | 9           | 2               | 11    | 1,73%                       | 8           | 1               | 9     | 0,52%                       | 0           | 0               | 0     | 0,00%                       |
| Daop 1 Jakarta / Operation Area 1 Jakarta                     | 103         | 2               | 105   | 16,54%                      | 147         | 1               | 148   | 8,60%                       | 97          | 10              | 107   | 8,99%                       |
| Daop 2 Bandung / Operation Area 2 Bandung                     | 11          | 1               | 12    | 1,89%                       | 110         | 1               | 111   | 6,45%                       | 84          | 7               | 91    | 7,65%                       |

| Wilayah Operasional / Operational Area                        | 2024        |                 |            |                             | 2023         |                 |              |                             | 2022         |                 |              |                             |
|---------------------------------------------------------------|-------------|-----------------|------------|-----------------------------|--------------|-----------------|--------------|-----------------------------|--------------|-----------------|--------------|-----------------------------|
|                                                               | Pria / Male | Wanita / Female | Total      | Persentase / Percentage (%) | Pria / Male  | Wanita / Female | Total        | Persentase / Percentage (%) | Pria / Male  | Wanita / Female | Total        | Persentase / Percentage (%) |
| Daop 3 Cirebon / Operation Area 3 Cirebon                     | 21          | 2               | 23         | 3,62%                       | 54           | 0               | 54           | 3,14%                       | 22           | 1               | 23           | 1,93%                       |
| Daop 4 Semarang / Operation Area 4 Semarang                   | 17          | 0               | 17         | 2,68%                       | 63           | 1               | 64           | 3,72%                       | 19           | 2               | 21           | 1,76%                       |
| Daop 5 Purwokerto / Operation Area 5 Purwokerto               | 22          | 1               | 23         | 3,62%                       | 58           | 0               | 58           | 3,37%                       | 10           | 1               | 11           | 0,92%                       |
| Daop 6 Yogyakarta / Operation Area 6 Yogyakarta               | 20          | 1               | 21         | 3,31%                       | 79           | 1               | 80           | 4,65%                       | 10           | 7               | 17           | 1,43%                       |
| Daop 7 Madiun / Operation Area 7 Madiun                       | 12          | 0               | 12         | 1,89%                       | 33           | 0               | 33           | 1,92%                       | 9            | 0               | 9            | 0,76%                       |
| Daop 8 Surabaya / Operation Area 8 Surabaya                   | 28          | 4               | 32         | 5,04%                       | 102          | 1               | 103          | 5,99%                       | 24           | 4               | 28           | 2,35%                       |
| Daop 9 Jember / Operation Area 9 Jember                       | 12          | 0               | 12         | 1,89%                       | 17           | 1               | 18           | 1,05%                       | 2            | 1               | 3            | 0,25%                       |
| Divre I Sumatera Utara / Regional Division I North Sumatera   | 15          | 0               | 15         | 2,36%                       | 92           | 0               | 92           | 5,35%                       | 40           | 1               | 41           | 3,45%                       |
| Divre II Sumatera Barat / Regional Division II West Sumatera  | 24          | 0               | 24         | 3,78%                       | 38           | 0               | 38           | 2,21%                       | 4            | 0               | 4            | 0,34%                       |
| Divre III Palembang / Regional Division III Palembang         | 143         | 3               | 146        | 22,99%                      | 389          | 0               | 389          | 22,62%                      | 379          | 5               | 383          | 32,18%                      |
| Divre IV Tanjung Karang / Regional Division IV Tanjung Karang | 47          | 0               | 47         | 7,40%                       | 217          | 1               | 218          | 12,67%                      | 199          | 3               | 202          | 16,97%                      |
| Gudang Persediaan / Stock Warehouse                           | 0           | 0               | 0          | 0,00%                       | 0            | 0               | 0            | 0,00%                       | 0            | 0               | 0            | 0,00%                       |
| Kantor Pusat / Head Office                                    | 39          | 40              | 79         | 12,44%                      | 92           | 44              | 136          | 7,91%                       | 27           | 4               | 31           | 2,61%                       |
| LRT Jabodebek / Jabodebek LRT                                 | 1           | 0               | 1          | 0,16%                       | 64           | 13              | 77           | 4,48%                       | 191          | 7               | 198          | 16,64%                      |
| Pendidikan & Latihan / Education & Training                   | 0           | 0               | 0          | 0,00%                       | 1            | 2               | 3            | 0,17%                       | 0            | 0               | 0            | 0,00%                       |
| PT Railink - Kantor Pusat / PT Railink - Head Office          | 0           | 0               | 0          | 0,00%                       | 0            | 0               | 0            | 0,00%                       | 0            | 0               | 0            | 0,00%                       |
| Subdivre I.1 Aceh / Regional Sub Division I.1 Aceh            | 0           | 0               | 0          | 0,00%                       | 0            | 0               | 0            | 0,00%                       | 0            | 0               | 0            | 0,00%                       |
| Unit Kesehatan / Health Unit                                  | 1           | 0               | 1          | 0,16%                       |              |                 |              |                             |              |                 |              |                             |
| <b>Jumlah / Total</b>                                         | <b>561</b>  | <b>74</b>       | <b>635</b> | <b>100,00%</b>              | <b>1.647</b> | <b>73</b>       | <b>1.720</b> | <b>100,00%</b>              | <b>1.138</b> | <b>52</b>       | <b>1.190</b> | <b>100,00%</b>              |



## Jumlah Pekerja Baru Berdasarkan Usia

## Number of New Employees by Age

| Usia /<br>Age         | 2024           |                    |            |                                   | 2023           |                    |              |                   | 2022           |                    |              |                                   |
|-----------------------|----------------|--------------------|------------|-----------------------------------|----------------|--------------------|--------------|-------------------|----------------|--------------------|--------------|-----------------------------------|
|                       | Pria /<br>Male | Wanita /<br>Female | Total      | Persentase<br>/ Percentage<br>(%) | Pria /<br>Male | Wanita /<br>Female | Total        | Persentase<br>(%) | Pria /<br>Male | Wanita /<br>Female | Total        | Persentase<br>/ Percentage<br>(%) |
| 18-20                 | 219            | 0                  | 219        | 34,49%                            | 0              | 0                  | 0            | 0,00%             | 0              | 0                  | 0            | 0,00%                             |
| 21-30                 | 339            | 71                 | 410        | 64,57%                            | 1.608          | 72                 | 1.680        | 97,67%            | 1.137          | 52                 | 1.189        | 99,92%                            |
| 31-40                 | 2              | 1                  | 3          | 0,47%                             | 38             | 1                  | 39           | 2,27%             | 2              | 0                  | 2            | 0,17%                             |
| 41-50                 | 1              | 2                  | 3          | 0,47%                             | 0              | 0                  | 0            | 0,00%             | 0              | 0                  | 0            | 0,00%                             |
| 51-56                 | 0              | 0                  | 0          | 0%                                | 1              | 0                  | 1            | 0,06%             | 0              | 0                  | 0            | 0,00%                             |
| <b>Jumlah / Total</b> | <b>561</b>     | <b>74</b>          | <b>635</b> | <b>100,00%</b>                    | <b>1.647</b>   | <b>73</b>          | <b>1.720</b> | <b>100,00%</b>    | <b>1.138</b>   | <b>52</b>          | <b>1.190</b> | <b>100,00%</b>                    |

## Jumlah Pekerja Baru Berdasarkan Level Jabatan

## Number of New Employees by Position Level

| Level Jabatan /<br>Position Level         | 2024           |                    |            |                                   | 2023           |                    |              |                   | 2022           |                    |             |                                   |
|-------------------------------------------|----------------|--------------------|------------|-----------------------------------|----------------|--------------------|--------------|-------------------|----------------|--------------------|-------------|-----------------------------------|
|                                           | Pria /<br>Male | Wanita /<br>Female | Total      | Persentase<br>/ Percentage<br>(%) | Pria /<br>Male | Wanita /<br>Female | Total        | Persentase<br>(%) | Pria /<br>Male | Wanita /<br>Female | Total       | Persentase<br>/ Percentage<br>(%) |
| EVP                                       | 1              | 0                  | 1          | 0,16%                             | 0              | 0                  | 0            | 0,00%             | 0              | 0                  | 0           | 0,00%                             |
| VP                                        | 1              | 2                  | 3          | 0,47%                             | 0              | 0                  | 0            | 0,00%             | 0              | 0                  | 0           | 0,00%                             |
| Manager                                   | 0              | 1                  | 1          | 0,16%                             | 0              | 0                  | 0            | 0,00%             | 0              | 0                  | 0           | 0,00%                             |
| Asisstant<br>Manager                      | 0              | 0                  | 0          | 0,00%                             | 5              | 4                  | 9            | 0,53%             | 6              | 0                  | 6           | 0,51%                             |
| Supervisor                                | 0              | 0                  | 0          | 0,00%                             | 42             | 1                  | 43           | 2,51%             | 62             | 8                  | 70          | 5,93%                             |
| Pelaksana /<br>Executive                  | 558            | 71                 | 629        | 99,06%                            | 1.592          | 69                 | 1.661        | 96,96%            | 1.062          | 43                 | 1.105       | 93,56%                            |
| Calon Pekerja<br>/ Prospective<br>Workers | 1              |                    | 1          | 0,16%                             | 0              | 0                  | 0            | 0,00%             | 0              | 0                  | 0           | 0,00%                             |
| <b>Jumlah / Total</b>                     | <b>561</b>     | <b>74</b>          | <b>635</b> | <b>100,00%</b>                    | <b>1639</b>    | <b>74</b>          | <b>1.713</b> | <b>100,00%</b>    | <b>1.130</b>   | <b>51</b>          | <b>1181</b> | <b>100,00%</b>                    |

## Turnover Pekerja Berdasarkan Wilayah Kerja

## Employee Turnover by Work Area

| Usia /<br>Age                      | 2024           |                    |              | 2023           |                    |              | 2022           |                    |              |
|------------------------------------|----------------|--------------------|--------------|----------------|--------------------|--------------|----------------|--------------------|--------------|
|                                    | Pria /<br>Male | Wanita /<br>Female | Total        | Pria /<br>Male | Wanita /<br>Female | Total        | Pria /<br>Male | Wanita /<br>Female | Total        |
| 21-30                              | 23             | 2                  | 25           | 20             | 3                  | 23           | 23             | 3                  | 26           |
| 31-40                              | 60             | 2                  | 62           | 31             | 3                  | 34           | 46             | 7                  | 53           |
| 41-50                              | 114            | 8                  | 122          | 100            | 3                  | 103          | 84             | 5                  | 89           |
| 51-56                              | 577            | 8                  | 585          | 587            | 7                  | 594          | 529            | 5                  | 534          |
| <b>Jumlah /<br/>Total</b>          | <b>774</b>     | <b>20</b>          | <b>794</b>   | <b>738</b>     | <b>16</b>          | <b>754</b>   | <b>682</b>     | <b>20</b>          | <b>702</b>   |
| <b>Persentase /<br/>Percentage</b> | <b>2,83%</b>   | <b>1,26%</b>       | <b>4,09%</b> | <b>2,76%</b>   | <b>1,01%</b>       | <b>2,66%</b> | <b>2,51%</b>   | <b>0,07%</b>       | <b>2,59%</b> |

## Kesetaraan Kesempatan Bekerja [OJK F.18][GRI 202-2]

Untuk dapat memiliki SDM yang unggul, berkarakter, dan memiliki daya saing, KAI menjalankan prinsip kesetaraan kesempatan bekerja bagi calon pekerja, tanpa memandang jenis kelamin, fisik, dan SARA. KAI melakukan rekrutmen terbuka melalui Program Perekrutan Bersama BUMN

## Equal Employment Opportunity [OJK F.18][GRI 202-2]

KAI implements the principle of equal employment opportunities for prospective employees to gain excellent HC with character and is competitive, without discriminating against genders, physique, or SARA (Ethnicity, Religion, Race, and Inter-Group). KAI conducts open recruitment through the

Putra-Putri Terbaik Papua dan Papua Barat. Di samping itu, rekrutmen KAI juga telah mengakomodasi kategori pelamar dengan disabilitas, yaitu bersumber dari Program Perekrutan Bersama BUMN.

Kesempatan bekerja yang setara juga diberlakukan untuk posisi manajemen senior. Manajemen senior di Grup KAI adalah yang menduduki jabatan Executive Vice President, Vice President dan Manager. Sebanyak 100% manajemen senior kami adalah penduduk Indonesia. **[GRI 202-2]**

Prinsip kesetaraan kesempatan bekerja tidak hanya diberikan kepada para calon pekerja tetapi juga seluruh pekerja KAI. KAI memberikan menjamin kesempatan bekerja secara objektif melalui penerapan kebijakan *Job Grade* dan *Job Class* pada proses promosi pekerja, berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor Per.U/KH.306/ III/1/ KA-2019 tentang Mutasi Jabatan. *Job grade* merujuk pada peringkat jabatan yang ditetapkan sebagai pedoman untuk pengaturan jalur karir dan program pengembangan bagi pekerja. Sementara *job class* merupakan peringkat jabatan dalam suatu tingkatan berdasarkan dimensi pekerjaan sebagai pedoman untuk penetapan penghasilan atau remunerasi pekerja.

#### Kesempatan Bekerja bagi Masyarakat Adat atau Komunitas Lokal

KAI tidak hanya berfokus pada perolehan laba tetapi juga bertekad untuk menghadirkan manfaat ekonomi bagi masyarakat sekitar, sebagai pemangku kepentingan yang penting dan menerima dampak langsung dari aktivitas operasi Perseroan. KAI membuka kesempatan yang setara bagi masyarakat adat ataupun komunitas lokal di sekitar area operasi Perseroan dalam proses rekrutmen pekerja. Hal tersebut merupakan bagian dari komitmen KAI untuk berkontribusi dalam pemenuhan SDGs, khususnya bagi target pekerjaan yang layak dan pertumbuhan ekonomi.

Pada tahun 2024 KAI telah melakukan identifikasi persentase pekerja dan manajemen dari masyarakat setempat pada masing-masing wilayah operasional sebagai berikut: **[GRI 202-2]**

Joint Recruitment Program for the Best Sons and Daughters of Papua and West Papua. Additionally, KAI's recruitment process accommodates applicants with disabilities through the Joint Recruitment Program of State-Owned Enterprises (SOE).

Equal employment opportunities also apply to senior management positions. Senior management in the KAI Group are those who hold the positions of Executive Vice President, Vice President and Manager. 100% of our senior management are Indonesian citizens. **[GRI 202-2]**

Equal employment opportunities are not only provided to prospective employees, but also to current employees of KAI. KAI guarantees equal employment opportunities objectively by applying a Job Grade and Job Class policy in the employee promotion process, based on the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number Per.U/KH.306/III/1/KA-2019 concerning Job Transfers. Job grade refers to the job ranking established as a guideline for career path management and employee development programs. Job class represents the job ranking within a certain level based on job dimensions, serving as a guideline for determining employee income or remuneration.

#### Employment Opportunities for Indigenous Peoples or Local Communities

KAI does not only focus on profit gain, but it also strives to provide economic benefits for the local communities, as important stakeholders and directly impacted by the Company's operations. KAI provides equal opportunities for indigenous peoples or local communities around the Company's operational areas in the employee recruitment process. This is part of KAI's commitment to contributing to the fulfillment of the SDGs, particularly for the target of decent work and economic growth.

In 2024, KAI has identified the percentage of employees and management from local communities at each of our locations in the following table: **[GRI 202-2]**

| Wilayah Kerja /<br>Work Area                      | Jumlah Persentase Pekerja dan Manajemen lokal /<br>Total Percentage of Local Employees and Management                  |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| KAI Kantor Pusat / KAI Head Office                | <ul style="list-style-type: none"><li>• Pekerja / Employees: 83,73%</li><li>• Manajemen / Management: 16,27%</li></ul> |
| Balai Yasa Manggarai / Manggarai Railway Workshop | <ul style="list-style-type: none"><li>• Pekerja / Employees: 98,14%</li><li>• Manajemen / Management: 1,86%</li></ul>  |
| Balai Yasa Tegal / Tegal Railway Workshop         | <ul style="list-style-type: none"><li>• Pekerja / Employees: 97,24%</li><li>• Manajemen / Management: 2,76%</li></ul>  |

| Wilayah Kerja /<br>Work Area                                  | Jumlah Persentase Pekerja dan Manajemen lokal /<br>Total Percentage of Local Employees and Management                              |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Balai Yasa Yogyakarta / Yogyakarta Railway Workshop           | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,20%</li> <li>Manajemen / Management: 1,80%</li> </ul>               |
| Balai Yasa Surabaya Gubeng / Surabaya Gubeng Railway Workshop | <ul style="list-style-type: none"> <li>Pekerja / Employees: 97,45%</li> <li>Manajemen / Management: 2,55%</li> </ul>               |
| Balai Yasa Lahat / Lahat Railway Workshop                     | <ul style="list-style-type: none"> <li>Pekerja / Employees: 97,97%</li> <li>Manajemen / Management: 2,03%</li> </ul>               |
| Balai Yasa Pulubrayan / Pulubrayan Railway Workshop           | <ul style="list-style-type: none"> <li>Pekerja / Employees: 93,62%</li> <li>Manajemen / Management: 6,38%</li> </ul>               |
| Daop 1 Jakarta / Operation Area 1 Jakarta                     | <ul style="list-style-type: none"> <li>Pekerja / Employees: 99,07%</li> <li>Manajemen / Management: 0,93%</li> </ul>               |
| Daop 2 Bandung / Operation Area 2 Bandung                     | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,85%</li> <li>Manajemen / Management: 1,15%</li> </ul>               |
| Daop 3 Cirebon / Operation Area 3 Cirebon                     | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,48%</li> <li>Manajemen / Management: 1,52%</li> </ul>               |
| Daop 4 Semarang / Operation Area 4 Semarang                   | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,83%</li> <li>Manajemen / Management: 1,17%</li> </ul>               |
| Daop 5 Purwokerto / Operation Area 5 Purwokerto               | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,88%</li> <li>Manajemen / Management: 1,12%</li> </ul>               |
| Daop 6 Yogyakarta / Operation Area 6 Yogyakarta               | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,87%</li> <li>Manajemen / Management: 1,13%</li> </ul>               |
| Daop 7 Madiun / Operation Area 7 Madiun                       | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,57%</li> <li>Manajemen / Management: 1,43%</li> </ul>               |
| Daop 8 Surabaya / Operation Area 8 Surabaya                   | <ul style="list-style-type: none"> <li>Pekerja / Employees: 99,00%</li> <li>Manajemen / Management: 1,00%</li> </ul>               |
| Daop 9 Jember / Operation Area 9 Jember                       | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,45%</li> <li>Manajemen / Management: 1,55%</li> </ul>               |
| Divre I Sumatera Utara / Regional Division I North Sumatera   | <ul style="list-style-type: none"> <li>Pekerja / Employees: 98,55%</li> <li>Manajemen / Management: 1,45%</li> </ul>               |
| Subdivre I.1 Aceh / Regional Sub Division I.1 Aceh            | <ul style="list-style-type: none"> <li>Pekerja / Employees: 72,22%</li> <li>Manajemen / Management: 27,78%</li> </ul>              |
| Divre II Sumatera Barat / Regional Division II West Sumatera  | <ul style="list-style-type: none"> <li>Pekerja / Employees: 1,60%</li> <li>Manajemen / Management: 98,40%</li> </ul>               |
| Divre III Palembang / Regional Division III Palembang         | <ul style="list-style-type: none"> <li>Pekerja / Employees: 99,20%</li> <li>Manajemen / Management: 0,80%</li> </ul>               |
| Divre IV Tanjung Karang / Regional Division IV Tanjung Karang | <ul style="list-style-type: none"> <li>Pekerja / Employees: 99,04%</li> <li>Manajemen / Management: 0,96%</li> </ul>               |
| Divisi LRT Jabodebek / Jabodebek LRT Division                 | <ul style="list-style-type: none"> <li>Pekerja / Employees: 94,91%</li> <li>Manajemen / Management: 5,09%</li> </ul>               |
| <b>Rata-Rata / Average</b>                                    | <ul style="list-style-type: none"> <li><b>Pekerja / Employees: 96,26%</b></li> <li><b>Manajemen / Management: 3,74%</b></li> </ul> |

### Kesempatan Bekerja bagi Penyandang Disabilitas

KAI memberikan kesempatan bekerja yang setara bagi penyandang disabilitas sebagai wujud komitmen Perseroan dalam memenuhi hak asasi manusia sekaligus bagian dari upaya menyeluruh dalam menghadirkan kesempatan bekerja yang inklusif. Komitmen ini tertuang dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KH.102/VIII/1/KA-2019 tanggal 5 Agustus 2019 tentang Perubahan Kedua atas Peraturan Direksi Nomor PER.U/KH.102/VII/1/KA-2017 tentang Pengadaan Pekerja. Peraturan Direksi tersebut mengatur ketentuan Pengadaan Pekerja Penyandang Disabilitas. Pada praktiknya, KAI menjalankan komitmennya untuk memberikan kesempatan bekerja bagi

### Employment Opportunities for Persons with Disabilities

KAI provides equal employment opportunities for persons with disabilities as a form of the Company's commitment to fulfilling human rights, as well as part of a comprehensive effort to provide inclusive employment opportunities. This commitment is realized based on the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KH.102/VIII/1/KA-2019 dated August 5, 2019, concerning the Second Amendment to the Board of Directors Regulation Number PER.U/KH.102/VII/1/KA-2017 concerning Procurement of Workers, regulating the provisions for Procurement of Workers with Disabilities. In practice, KAI carries out its commitment to provide employment

penyangang disabilitas melalui Program Rekrutmen Bersama BUMN bekerja sama dengan Forum Human Capital Indonesia, dengan hasil sebagai berikut:

opportunities for persons with disabilities through the BUMN Joint Recruitment Program in collaboration with the Indonesian Human Capital Forum, with the following results:

| Kedudukan /<br>Position                               | Tahun / Year |          |          |          |          | Grand Total |
|-------------------------------------------------------|--------------|----------|----------|----------|----------|-------------|
|                                                       | 2019         | 2021     | 2022     | 2023     | 2024     |             |
| Kantor Pusat / Head Office                            | 0            | 0        | 0        | 1        | 2        | 3           |
| DAOP 1 Jakarta / Operation Area 1 Jakarta             | 0            | 4        | 0        | 0        | 0        | 4           |
| DAOP 2 Bandung / Operation Area 2 Bandung             | 0            | 1        | 1        | 0        | 0        | 2           |
| DAOP 4 Semarang / Operation Area 4 Semarang           | 1            | 2        | 0        | 0        | 0        | 3           |
| DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta       | 1            | 1        | 0        | 0        | 0        | 2           |
| DIVRE III Palembang / Regional Division III Palembang | 1            | 0        | 0        | 0        | 0        | 1           |
| LRT Jabodetabek / Jabodetabek LRT                     | 0            | 0        | 0        | 1        | 0        | 1           |
| Anak Perusahaan / Subsidiaries                        | 0            | 0        | 2        | 0        | 0        | 2           |
| <b>Jumlah / Total</b>                                 | <b>3</b>     | <b>8</b> | <b>3</b> | <b>2</b> | <b>2</b> | <b>18</b>   |

\*) Data per 20 Juni 2025 / Data as of June 20, 2025

Dengan adanya penambahan melalui program rekrutmen, saat ini KAI telah mempekerjakan pekerja penyangang disabilitas sejumlah 27 orang yang tersebar di seluruh wilayah operasional Perusahaan, dengan rincian sebagai berikut:

With the addition of the recruitment program, KAI has currently employed 27 disabled workers spread across the Company's operational areas, with the following details:

| Kedudukan /<br>Position                               | Jenis Kelamin / Gender |                    | Grand Total |
|-------------------------------------------------------|------------------------|--------------------|-------------|
|                                                       | Pria /<br>Male         | Wanita /<br>Female |             |
| Kantor Pusat / Head Office                            | 4                      | 1                  | 5           |
| DAOP 1 Jakarta / Operation Area 1 Jakarta             | 1                      | 3                  | 4           |
| DAOP 2 Bandung / Operation Area 2 Bandung             | 2                      | 2                  | 4           |
| DAOP 3 Cirebon / Operation Area 3 Cirebon             | 1                      | 0                  | 1           |
| DAOP 4 Semarang / Operation Area 4 Semarang           | 2                      | 1                  | 3           |
| DAOP 6 Yogyakarta / Operation Area 6 Yogyakarta       | 3                      | 0                  | 3           |
| DAOP 9 Jember / Operation Area 9 Jember               | 1                      | 0                  | 1           |
| DIVRE III Palembang / Regional Division III Palembang | 0                      | 1                  | 1           |
| Balai Yasa Yogyakarta / Yogyakarta Railway Workshop   | 2                      | 0                  | 2           |
| LRT Jabodetabek / Jabodetabek LRT                     | 1                      | 0                  | 1           |
| Anak Perusahaan / Subsidiaries                        | 2                      | 0                  | 2           |
| <b>Jumlah / Total</b>                                 | <b>19</b>              | <b>8</b>           | <b>27</b>   |

\*) Data per 20 Juni 2025 / Data as of June 20, 2025

### Persentase Pekerja Perempuan

PT Kereta Api Indonesia berkomitmen untuk memastikan keberagaman gender sebagai salah satu aspek utama dalam kebijakan ketenagakerjaan perusahaan. Kami percaya keberagaman gender tidak hanya meningkatkan

### Percentage of Female Employees

PT Kereta Api Indonesia is committed to ensuring gender diversity as one of the main aspects of the Company's employment policy. We believe that gender diversity not only improves quality, but also strengthens the Company's

kualitas, tetapi juga memperkuat transparansi perusahaan dalam menangani isu-isu keberagaman di tempat kerja. Keberagaman ini mendorong terciptanya lingkungan yang lebih inklusif, memperkaya pertukaran ide dan perspektif yang beragam, serta meningkatkan kemampuan inovatif dan pemecahan masalah. Dengan demikian, KAI yakin dapat mampu menarik dan mempertahankan talenta terbaik, meningkatkan keterlibatan pekerja, serta mendorong efisiensi dan kinerja perusahaan yang lebih tinggi. PT Kereta Api Indonesia berinisiatif untuk meningkatkan porsi perempuan dalam angkatan kerja dan dalam posisi kepemimpinan. Hal ini ditunjukkan melalui proporsi pekerja perempuan yang tersebar di setiap level manajemen dengan detail sebagai berikut.

transparency in handling diversity issues within the workplace, which encourages the creation of a more inclusive environment, enriches the exchange of diverse ideas and perspectives, and improves innovative and problem-solving capabilities. Therefore, KAI is confident that it can attract and retain the best talent, increase employee engagement, and drive higher Company efficiency and performance. PT Kereta Api Indonesia has taken the initiative to increase the portion of women in the workforce and leadership positions. This is shown through the proportion of female employees spread across each management level with the following details.

| No. | Indikator Keberagaman /<br>Diversity Indicators                                                                                                                                | Persentase /<br>Percentage (%) |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| 1   | Persentase perempuan dalam total tenaga kerja / Percentage of women in total workforce                                                                                         | 5,63%                          |
| 2   | Persentase perempuan yang menduduki semua posisi manajemen / Percentage of women holding all management positions                                                              | 5,74%                          |
| 3   | Persentase perempuan yang menduduki semua posisi top manajemen / Percentage of women holding all top management positions                                                      | 0,07%                          |
| 4   | Persentase perempuan yang menduduki posisi manajemen junior / Percentage of women holding junior management positions                                                          | 3,57%                          |
| 5   | Persentase perempuan yang menduduki posisi manajemen pada fungsi penghasil pendapatan / Percentage of women holding management positions in revenue-generating functions       | 0,98%                          |
| 6   | Persentase perempuan yang menduduki posisi terkait STEM (sebagai % dari total posisi STEM) / Percentage of women holding STEM-related positions (as % of total STEM positions) | 0,65%                          |

Lebih jauh, sejalan dengan arahan Kementerian BUMN sebagaimana tercantum dalam S-23/DSI.MBU.A/11/2023, KAI juga menetapkan target rasio talenta perempuan dalam *Nominated Talent* (BOD-1) sebagai bagian dari *Key Performance Indicator* (KPI) Direksi. Pada tahun 2024, target yang ditetapkan Perusahaan sebesar 8%, sedangkan realisasi KAI berhasil melampaui target tersebut dengan capaian 11,76%. Capaian ini mencerminkan komitmen Perusahaan dalam mendorong peran perempuan di posisi strategis dan memastikan keberagaman gender menjadi bagian integral dari tata kelola sumber daya manusia di KAI.

Furthermore, in line with the direction of the Ministry of State-Owned Enterprises as stated in S-23/DSI.MBU.A/11/2023, KAI set a target ratio of female talent in *Nominated Talent* (BOD-1) as part of the Board of Directors' Key Performance Indicator (KPI). In 2024, the Company set a target of 8%, while KAI's realization successfully exceeded that target with an achievement of 11.76%. Such achievement reflects the Company's commitment to encouraging the role of women in strategic positions and ensuring gender diversity becomes an integral part of human resource governance at KAI.

#### Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19] [GRI 408-1, 409-1]

Dalam menjalankan kegiatan usahanya, KAI menentang keras praktik tenaga kerja anak di lingkungan Perseroan. Hal ini tercermin dari kebijakan dan pelaksanaan rekrutmen yang dijalankan sesuai dengan Peraturan Direksi Nomor PER.U/KH.102/ VII/1/KA2017 tanggal 14 Juli 2017 sebagaimana telah beberapa kali diubah terakhir dengan Peraturan Direksi Nomor PER.U/KH.102/V/1/KA-2021 tanggal 23 September 2021. Kebijakan tersebut mengatur salah satu persyaratan yang wajib dipenuhi oleh Pelamar Pengadaan Pekerja melalui

#### Child Labor and Forced Labor [OJK F.19] [GRI 408-1, 409-1]

In carrying out its business operations, KAI condemns the use of child labor within the Company. This is reflected in its recruitment policy and implementation, in accordance with the Board of Directors Regulation Number PER.U/KH.102/ VII/1/KA-2017 dated July 14, 2017, as amended several times, most recently by the Board of Directors Regulation Number PER.U/KH.102/V/1/KA-2021 dated September 23, 2021. The policy stipulates that one of the requirements for applicants applying through the regular recruitment channel with a



jalur reguler tingkat pendidikan Sekolah Menengah Atas (SMA) adalah berusia minimal 18 (delapan belas) tahun dan maksimal 25 (dua puluh lima) tahun. Penerapan kebijakan tersebut sekaligus merupakan jaminan bahwa KAI tidak mempekerjakan tenaga kerja anak. Sampai dengan 31 Desember 2024, tidak terdapat insiden penggunaan tenaga kerja anak di dalam aktivitas operasional Perseroan.

Selain mengecam keras praktik tenaga kerja anak, KAI juga menentang keras praktik kerja paksa. KAI mengatur jam kerja berdasarkan regulasi ketenagakerjaan yang diatur dalam Perjanjian Kerja Bersama (PKB), yakni 8 jam sehari atau 40 jam dalam seminggu. Pelaksanaan sistem *shift* dilakukan sesuai dengan ketentuan hukum yang berlaku, termasuk batas jam kerja maksimum. Sistem *shift* memungkinkan operasional kereta api 24 jam, namun tetap menjaga hak istirahat dan kesejahteraan pekerja.

KAI juga memberikan hak cuti dan hari libur kepada pekerja, antara lain berupa cuti tahunan, cuti sakit, cuti menikah, cuti melahirkan/keguguran, cuti membaptiskan anak, cuti menikahkan anak, cuti istri melahirkan, cuti besar, cuti haid, cuti keagamaan, cuti menikah, cuti mengkhitan anak, cuti menghadiri wisuda anak, cuti keluarga sakit, cuti istri melahirkan/keguguran, dan cuti keluarga meninggal. Di samping itu, Perseroan mengikutsertakan seluruhnya pada program jaminan sosial pemerintah untuk kesehatan, kecelakaan, jaminan hari tua serta pensiun, dan kematian. KAI juga terbuka dengan umpan balik dan musyawarah bersama pekerja. **[GRI 401-2]**

Di sisi lain, sebagai bentuk dukungan terhadap implementasi hak asasi manusia, KAI berkomitmen untuk menjalin kerja sama dengan mitra bisnis yang memiliki prinsip dan kepedulian yang sama dengan KAI, yaitu tidak mempekerjakan pekerja anak dan kerja di bawah paksaan. Kami memastikan bahwa seluruh (100%) mitra usaha kami telah lolos seleksi standar sosial yang tinggi dan patuh terhadap regulasi dan kebijakan yang berlaku. Atas upaya itu, semua rantai pasok kami tidak memiliki dampak sosial negatif aktual dan signifikan sebagaimana yang tercantum pada Peraturan Direksi PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 tentang Pedoman Pengadaan Barang dan Jasa. **[GRI 2-27, 414-1, 414-2]**

#### **Cuti Melahirkan [GRI 401-3]**

Sebagai upaya menyeluruh dalam memastikan pemenuhan hak-hak pekerja, KAI memberikan hak cuti melahirkan sesuai ketentuan perundang-undangan yang berlaku. Hak cuti melahirkan diberikan kepada seluruh pekerja perempuan dan

high school education level is to be at least 18 (eighteen) years old and no more than 25 (twenty-five) years old. The implementation of this policy ensures that KAI does not employ child labor. As of December 31st, 2023, there have been no incidents of child labor in the Company's operational activities.

In addition to strongly condemning child labor practices, KAI strongly opposes forced labor practices. KAI regulates working hours according to employment regulations outlined in the Collective Labor Agreement (PKB), with employees working 8 hours a day or 40 hours a week. The implementation of the shift system is carried out in accordance with applicable legal provisions, including maximum working hour limits. The shift system allows 24-hour train operations, but still maintains the right to rest and employee welfare.

KAI also grants leave and holidays to employees, including annual leave, sick leave, marriage leave, maternity/miscarriage leave, child baptism leave, child marriage leave, spouse's maternity leave, long leave, menstrual leave, religious leave, marriage leave, circumcision leave, attendance at children's graduations leave, family illness leave, spouse's miscarriage leave, and family bereavement leave. Furthermore, the Company includes all of them in the government social security programs for health, accident, old-age benefits, pensions, and death. KAI is open to feedback and consultations with employees as well. **[GRI 401-2]**

On the other hand, as a form of support for the implementation of human rights, KAI is committed to collaborating with business partners who share KAI's principles and concerns regarding the prohibition of child labor and forced labor. We ensure that all (100%) of our business partners undergo rigorous social standards selection and comply with relevant regulations and policies. Therefore, all our supply chains are free from any actual and significant negative social impacts, as stated in the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) No: PER.U/KM.101/VII/1/KA-2022 on Procurement Guidelines for Goods and Services. **[GRI 2-27, 414-1, 414-2]**

#### **Maternity Leave [GRI 401-3]**

As a comprehensive effort to ensure the fulfillment of employee rights, KAI provides maternity leave in accordance with applicable laws and regulations. Maternity leave rights are granted to all female employees and paternity leave rights

hak cuti istri melahirkan bagi seluruh pekerja laki-laki. Pekerja perempuan yang akan melahirkan mendapatkan hak cuti sejumlah 3 (tiga) bulan, sedangkan pekerja laki-laki dengan istri melahirkan mendapatkan hak cuti sejumlah 3 (tiga) hari kerja. Ketentuan hak cuti melahirkan diatur melalui Peraturan Direksi Nomor PER. U/KH.201/IX/1/KA-2022 tentang Izin Tidak Masuk Bekerja dan/atau Tidak Melakukan Pekerjaan.

Pada tahun 2024, terdapat sebanyak 1.576 pekerja perempuan yang mengambil hak cuti melahirkan, dan 100% telah kembali bekerja. Jumlah pengambilan cuti melahirkan berkurang jika dibandingkan dengan tahun sebelumnya sebanyak 1.534 orang, dan 100% telah kembali bekerja.

to male employees whose wives are giving birth. Female employees who are about to give birth are entitled to 3 (three) months of leave, while male employees whose wives are giving birth are entitled to 3 (three) working days of leave. The provision of maternity leave for KAI employees is regulated through the Director's Regulation Number PER.U/KH.201/IX/1/KA-2022 concerning Leave of Absence from Work and/or Not Performing Work.

In 2024, 1,576 female employees took their maternity leave rights, and 100% of them returned to work. The number of people taking maternity leave decreased compared to the previous year by 1,534 people, and 100% have returned to work.

| Uraian /<br>Description                                                                                                                                                                                          | Perempuan /<br>Women |       |       | Laki-laki yang Cuti Mendampingi<br>Istrinya Melahirkan / Men on<br>maternity leave to accompany their<br>wives during childbirth |        |        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------|-------|----------------------------------------------------------------------------------------------------------------------------------|--------|--------|
|                                                                                                                                                                                                                  | 2024                 | 2023  | 2022  | 2024                                                                                                                             | 2023   | 2022   |
| Total pekerja yang berhak mendapat cuti melahirkan / Total employees eligible for maternity leave                                                                                                                | 1.576                | 1.534 | 1.470 | 21.935                                                                                                                           | 22.189 | 22.477 |
| Total pekerja yang kembali bekerja pada periode pelaporan setelah cuti melahirkan kembali / Total employees who returned to work in the reporting period after returning to work from maternity leave            | 80                   | 102   | 109   | 1.201                                                                                                                            | 661    | -      |
| Total pekerja yang kembali bekerja setelah cuti melahirkan berakhir dan masih bekerja setelah 12 bulan / Total employees who returned to work after maternity leave ended and were still working after 12 months | 80                   | 102   | 109   | 1.201                                                                                                                            | 661    | -      |
| Tingkat pekerja yang mengambil cuti melahirkan yang kembali bekerja dan dapat dipertahankan / Rate of employees who took maternity leave, returned to work, and were retained (%)                                | 100%                 | 100%  | 100%  | 100%                                                                                                                             | 100%   | -      |

Keterangan / Notes:

1. Data pekerja yang melakukan cuti melahirkan berdasarkan Sistem Informasi Pekerja. / Data on employees taking maternity leave based on the Employee Information System.
2. Data pekerja laki laki adalah yang berstatus menikah. / Data on male employees are those who are married.
3. Tahun 2022 belum tersedia cuti yang secara khusus untuk mendampingi pasangan/istri melahirkan, namun Perusahaan menjamin dengan memberikan hak cuti tahunan / In 2022, there was no leave specifically for accompanying a partner/wife giving birth, but the Company guaranteed it by providing the right to annual leave

### Kebijakan Remunerasi Pegawai [OJK F.20][GRI 2-19, 202-1]

KAI memberikan perhatian terhadap remunerasi pekerja sebagai upaya mendukung terwujudnya kesejahteraan pekerja. Dalam menetapkan besaran remunerasi pekerja mengacu pada standar pemenuhan kebutuhan hidup serta peraturan perundang-undangan yang berlaku terkait penetapan besaran gaji pekerja.

Kami menjamin bahwa seluruh pekerja telah mendapatkan hak pemberian upah sesuai ketentuan Kementerian Ketenagakerjaan berdasarkan kota/kabupaten wilayah operasional mereka bekerja. Kami juga memastikan tidak ada perbedaan dalam besaran remunerasi berdasarkan jenis kelamin maupun faktor SARA. Dengan demikian, gaji pokok dan remunerasi antara pekerja pria dan wanita KAI diberikan secara adil dan setara, yakni 1:1.

### Employee Remuneration Policy [OJK F.20][GRI 2-19, 202-1]

KAI pays attention to employee remuneration as a form of supporting the realization of employee welfare. Determining the amount of employee remuneration refers to the standards for meeting living needs and the applicable laws and regulations related to employee salary determination.

We ensure that all employees receive wages in accordance with the Ministry of Manpower's provisions based on the city/district of their operational work areas. We also ensure that there is no discriminatory practice in the amount of remuneration based on gender or SARA factors. Therefore, basic salaries and remuneration between male and female KAI employees are given fairly and equally, namely 1:1.

Sebagai wujud komitmen KAI dalam menyalurkan nilai ekonomi bagi pekerja sebagai pemangku kepentingan yang signifikan untuk keberlanjutan usaha, Perseroan telah memastikan bahwa upah yang diterima oleh pekerja pada tingkat paling rendah telah memenuhi atau melebihi besaran upah minimum yang ditetapkan peraturan perundang-undangan yang berlaku.

As a form of KAI's commitment to providing economic value to employees as a significant stakeholder in business sustainability, the Company ensures that wages received by employees at the lowest levels meet or exceed the minimum wage determined by applicable laws and regulations.

**Perbandingan UMP dan Imbal Jasa Pegawai Tingkat Terendah [GRI 3-3, 201-3, 404-1, 404-2]**

**Comparison of Minimum Wage and Lowest Employee Compensation [GRI 3-3, 201-3, 404-1, 404-2]**

| No. | Unit Usaha / Business Unit        | Unit Usaha / Business Unit                | Upah Minimum Provinsi / Provincial Minimum Wage (Rp) | Imbal Jasa Pekerja Tingkat Terendah / Lowest Level Employee Salary (Rp) | Rasio Pencapaian / Achievement Ratio |
|-----|-----------------------------------|-------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------|
| 1.  | Daop 1 / Operation Area 1         | Kota Jakarta / Jakarta City               | 5.067.381                                            | 6.377.000                                                               | 125,84%                              |
| 2.  | Daop 2 / Operation Area 2         | Kota Bandung / Bandung City               | 4.209.309                                            | 5.702.000                                                               | 135,46%                              |
| 3.  | Daop 3 / Operation Area 3         | Kota Cirebon / Cirebon City               | 2.533.038                                            | 5.702.000                                                               | 225,11%                              |
| 4.  | Daop 4 / Operation Area 4         | Kota Semarang / Semarang City             | 3.243.969                                            | 5.702.000                                                               | 175,77%                              |
| 5.  | Daop 5 / Operation Area 5         | Kab. Banyumas / Banyumas Regency          | 2.195.690                                            | 5.702.000                                                               | 259,69%                              |
| 6.  | Daop 6 / Operation Area 6         | Kota Yogyakarta / Yogyakarta City         | 2.492.997                                            | 5.702.000                                                               | 228,72%                              |
| 7.  | Daop 7 / Operation Area 7         | Kota Madiun / Madiun City                 | 2.274.277                                            | 5.702.000                                                               | 250,72%                              |
| 8.  | Daop 8 / Operation Area 8         | Kota Surabaya / Surabaya City             | 4.725.479                                            | 5.702.000                                                               | 120,67%                              |
| 9.  | Daop 9 / Operation Area 9         | Kab. Jember / Jember Regency              | 2.665.392                                            | 5.702.000                                                               | 213,93%                              |
| 10. | Divre I / Regional Division I     | Kota Medan / Medan City                   | 3.769.082                                            | 5.702.000                                                               | 151,28%                              |
| 11. | Divre II / Regional Division II   | Kota Padang / Padang City                 | 2.811.449                                            | 5.702.000                                                               | 202,81%                              |
| 12. | Divre III / Regional Division III | Kota Palembang / Palembang City           | 3.677.592                                            | 6.202.000                                                               | 168,64%                              |
| 13. | Divre IV / Regional Division IV   | Kota Bandar Lampung / Bandar Lampung City | 3.103.631                                            | 6.202.000                                                               | 199,83%                              |

**Pemenuhan Kesejahteraan Pegawai setelah Berakhirnya Masa Kerja [GRI 201-3, 3-3, 404-1, 404-2]**

Perseroan menetapkan usia pensiun pekerja yaitu 56 tahun. Sebagai bentuk apresiasi atas pengabdian dan dedikasi pekerja yang telah bekerja dan berkontribusi terhadap kemajuan dan keberlanjutan bisnis KAI dalam jangka waktu yang lama, KAI berkomitmen memenuhi kesejahteraan pekerja secara menyeluruh hingga setelah berakhirnya masa kerja. Merujuk pada Peraturan Direksi Nomor PER.U/ KH.401/I/2/ KA-2023 tentang Penghasilan Pekerja Perjanjian Kerja Waktu Tidak Tertentu, pekerja KAI mendapatkan jaminan sosial hari tua dan pensiun wajib pemerintah. Besaran tunjangan pensiun yang diberikan oleh Perseroan telah diungkapkan pada bagian Tata Kelola Keberlanjutan dalam Laporan Tahunan dan Keberlanjutan ini.

**Employee Welfare After the End of Employment Period [GRI 201-3, 3-3, 404-1, 404-2]**

The Company sets the employee retirement age at 56 years. As an appreciation for the devotion and dedication of employees who have worked and contributed to the progress and sustainability of KAI's business for a long period of time, KAI is committed to fulfilling employee welfare in its entirety until after the end of their employment period. Referring to the Board of Directors Regulation No. PER.U/KH.401/I/2/ KA-2023 on Income of Workers with Indefinite Employment Agreements, KAI employees receive old-age social security and mandatory government pensions. The amount of pension benefits provided by the Company has been disclosed in the Sustainability Governance section of this Annual and Sustainability Report.

KAI juga memberikan pelatihan kepada para pekerja yang akan memasuki pensiun. Pelatihan diberikan sejak kurang 3 tahun sebelum memasuki masa pensiun. Pelatihan tersebut bertujuan untuk mempersiapkan individu memasuki masa pensiun dengan lebih baik dan sejahtera, baik secara finansial, emosional, maupun psikologis.

Selain memberikan pelatihan, tiga bulan sebelum memasuki masa pensiun, Perseroan melakukan sosialisasi persiapan pensiun kepada seluruh (100%) pekerja dengan masa kerja 3 bulan. Sebagai penguatan, ketentuan tersebut juga diatur dalam Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor: PER.U/KE.202/XII/I/KA-2018 tentang Pelatihan Kewirausahaan bagi Pekerja yang akan Memasuki Batas Usia Pensiun. Program ini dirancang tidak hanya untuk memberikan kesiapan emosional dan finansial, tetapi juga mencakup pengelolaan kesehatan serta pembekalan motivasi berwirausaha sehingga pekerja tetap dapat produktif dan mandiri secara ekonomi setelah purna tugas. Dengan manfaat-manfaat yang diterima, Perseroan berharap seluruh pekerja dapat memiliki masa pensiun yang sejahtera dan berkualitas. Pada tahun 2024 jumlah pekerja KAI yang memasuki masa pensiun mencapai 459 orang.

#### Lingkungan Bekerja yang Layak dan Aman [OJK F.21]

Aspek kenyamanan pekerja di tempat kerja merupakan salah satu perhatian manajemen KAI. Atas dasar itu, KAI senantiasa mengupayakan terciptanya lingkungan bekerja yang layak dan aman bagi seluruh pekerja. Perseroan menyediakan fasilitas kerja yang layak bagi pekerja dengan menyediakan beragam fasilitas yang nyaman, bersih, dan aman, berupa ruang kerja, toilet, dan ruang makan. KAI juga menyediakan fasilitas lain bagi pekerja, berupa tempat ibadah, kantin, *pantry*, area terbuka hijau, serta tempat parkir yang luas. Untuk meningkatkan keamanan, gedung KAI sudah memiliki alat deteksi asap serta fasilitas pembuangan sampah yang terintegrasi. Selain itu, pengelolaan kebersihan dilakukan secara terjadwal melalui penugasan *cleaning service*, yang bertugas setiap hari mengelola kebersihan area kerja baik di dalam maupun luar ruangan.

Lingkungan kerja yang nyaman, aman, dan sehat juga tercermin melalui upaya Perseroan menghadirkan fasilitas kesehatan yang berkualitas, yaitu Klinik Mediska, yang dapat diakses oleh pekerja dan keluarganya. KAI juga menyediakan sarana dan prasarana olahraga bagi pekerja pada kantor pusat dan daerah yang sekaligus dimanfaatkan sebagai sarana pencapaian prestasi olahraga perusahaan. KAI juga memberikan fasilitas kesenian dan keagamaan bagi pekerja, khususnya di kantor pusat.

KAI also provides training to employees who will retire. Training is provided since less than 3 years before entering retirement. The training aims to prepare individuals to enter retirement better and more prosperously, both financially, emotionally, and psychologically.

In addition to providing training, three months before entering retirement, the Company conducts retirement preparation dissemination to all (100%) employees with a 3-month work period. As a reinforcement, these provisions are also regulated in the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: PER.U/KE.202/XII/I/KA-2018 concerning Entrepreneurship Training for Employees Approaching Retirement. This program is designed not only to provide emotional and financial readiness, but it also includes health management and provision of entrepreneurial motivation, enabling employees to remain productive and economically independent after retirement. With the benefits received, the Company hopes that all employees can have a prosperous and quality retirement. In 2024, the number of KAI employees entering retirement reached 459 people.

#### Decent and Safe Working Environment [OJK F.21]

The aspect of employee comfort in the workplace is one of KAI management's concerns. On that basis, KAI always strives to create a decent and safe working environment for all employees. The Company provides adequate working facilities for employees, including comfortable, clean, and safe facilities such as workspaces, toilets, and dining areas. KAI also provides other facilities for employees, such as places of worship, canteens, pantries, green open spaces, and spacious parking areas. The buildings are equipped with smoke detectors and integrated waste disposal facilities. KAI maintains office cleanliness on a scheduled basis through the assignment of a cleaning service, that manages the cleanliness of work areas daily, both indoors and outdoors.

A comfortable, safe, and healthy working environment is also reflected in the Company's efforts to provide quality health facilities, namely Mediska Clinics, which can be accessed by employees and their families. KAI also provides sports Rolling Stock and infrastructure for employees at the head office and regional offices, which are also used to achieve corporate sports achievements. KAI also offers arts and religious Rolling Stock for employees, especially at the head office.

Seluruh fasilitas yang tersedia dipastikan dalam kondisi yang layak, aman, bersih, dan sehat. Bahkan lebih dari itu, fasilitas-fasilitas yang ada dilengkapi dengan suasana kerja yang inklusif dan tanpa diskriminasi. Manajemen KAI secara terus-menerus melakukan sosialisasi kepada seluruh pekerja untuk menciptakan lingkungan kerja bebas diskriminasi sebagaimana Surat Edaran Direksi PT Kereta Api Indonesia (Persero) Nomor: SE.U/KL.403/VII/1/KA-2022 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja. KAI juga secara tegas melarang segala bentuk pelecehan non-seksual di lingkungan kerja, termasuk intimidasi, perundungan, diskriminasi, maupun perilaku lain yang merendahkan martabat karyawan. Perseroan berkomitmen menciptakan lingkungan kerja yang saling menghormati, adil, dan inklusif bagi seluruh pekerja.

Perseroan mewajibkan seluruh pekerja untuk mengimplementasikan prinsip-prinsip *Respectful Workplace Policy* seperti mengakui dan menghargai perbedaan yang beragam dengan berbagai macam latar belakang etnis, ras, kebangsaan, warna kulit, usia, agama, jenis kelamin, disabilitas, sudut pandang, atau karakteristik individu lainnya. Sebagai wujud penguatan, KAI menegaskan komitmen tanpa toleransi terhadap segala bentuk diskriminasi, sehingga memastikan tidak ada pekerja, pelanggan, maupun mitra yang dirugikan atas dasar gender, ras, agama, usia, atau latar belakang lainnya. Dengan menerapkan prinsip-prinsip *Respectful Workplace Policy* dapat tercipta dan terbangun lingkungan kerja yang saling menghargai dan tidak melakukan diskriminasi, kekerasan, dan pelecehan dalam bentuk apapun. Pada periode 2024, tidak terdapat kejadian diskriminasi dalam bentuk apapun kepada pekerja maupun pelanggan dan mitra di ruang lingkup Perseroan. **[GRI 3-3, 406-1]**

### Kepuasan Pekerja

Kepuasan pekerja di PT Kereta Api Indonesia merupakan faktor penting dalam mendukung keberhasilan perusahaan secara keseluruhan. Pekerja yang puas cenderung lebih produktif, termotivasi, dan memiliki loyalitas yang tinggi terhadap perusahaan. Hal ini secara langsung berpengaruh pada kualitas pelayanan yang diberikan kepada pelanggan, yang merupakan salah satu prioritas utama PT Kereta Api Indonesia sebagai penyedia transportasi publik.

Perhitungan *Employee Satisfaction Index* (ESI) penting dalam menilai tingkat kepuasan pekerja di sebuah perusahaan. Angka ESI yang tinggi menunjukkan tingkat kepuasan yang baik, yang dapat berdampak positif pada produktivitas, loyalitas, dan retensi pekerja. Hal ini juga membantu perusahaan dalam

All facilities are well-maintained, safe, clean, and healthy, complemented by an inclusive and non-discriminatory work environment. KAI Management continuously communicates with all employees to create a discrimination-free work environment as outlined in the Director's Circular of PT Kereta Api Indonesia (Persero) Number: SE.U/KL.403/VII/1/KA-2022 concerning the Respectful Workplace Policy. KAI also strictly prohibits all forms of non-sexual harassment in the workplace, including intimidation, bullying, discrimination, or other behaviors demeaning the dignity of employees. The Company is committed to creating a mutually respectful, fair, and inclusive work environment for all employees.

The Company requires all workers to implement the principles of the Respectful Workplace Policy, such as acknowledging and respecting diverse differences including ethnic background, race, nationality, skin color, age, religion, gender, disability, viewpoints, or other individual characteristics. As a form of reinforcement, KAI affirms a zero-tolerance commitment to all forms of discrimination, thus ensuring that no employee, customer, or partner is disadvantaged on the basis of gender, race, religion, age, or other background. Implementing the Respectful Workplace Policy principles aims to create and build a respectful work environment free from discrimination, violence, and harassment in any form. In 2024, there have been no reported incidents of discrimination in any form towards employees, customers, or partners within the Company. **[GRI 3-3, 406-1]**

### Employee Satisfaction

Employee satisfaction at PT Kereta Api Indonesia is an important factor in supporting the overall success of the company. Satisfied employees tend to be more productive, motivated, and have high loyalty to the company. This directly affects the quality of service provided to customers, which is one of the main priorities of PT Kereta Api Indonesia as a public transportation provider.

Calculation of the *Employee Satisfaction Index* (ESI) is important in assessing the level of employee satisfaction in a company. A high ESI number indicates a good level of satisfaction, which can have a positive impact on employee productivity, loyalty, and retention. It also helps companies



mengidentifikasi potensi masalah sebelum berdampak lebih besar pada kinerja dan budaya kerja. Tingkat kepuasan pekerja KAI pada tahun 2024 meningkat dibandingkan tahun 2023, yang mencapai 4,28 (skala 5). Berikut tingkat kepuasan pekerja sepanjang 3 (tiga) tahun terakhir:

identify potential problems before they have a greater impact on performance and work culture. KAI's employee satisfaction level in 2024 increased compared to 2023, which reached 4.28 (scale 5). The following is the level of employee satisfaction over the past 3 (three) years:

**Data Kepuasan Pekerja PT Kereta Api Indonesia**

**Date of Employee Satisfaction at PT Kereta Api Indonesia**

| Uraian / Description        | 2024 | 2023 | 2022 |
|-----------------------------|------|------|------|
| Employee Satisfaction Index | 4,28 | 4,25 | 4,17 |

### Komunitas Perempuan

Perseroan mendirikan Persatuan Istri Pekerja dan Karyawati Kereta Api (PIKKA) dalam rangka mendukung kesetaraan gender. Komunitas ini merupakan wadah bagi para perempuan untuk meningkatkan kemampuan dan kepemimpinan. Penetapan kepengurusan PIKKA Pusat dilaksanakan melalui Surat Keputusan Ketua Umum Persatuan Istri Pekerja dan Karyawati Kereta Api Nomor 003/PIKKAP/SKEP/II/2023 tentang Pengangkatan Pengurus PIKKA Pusat.

### Women's Community

The Company established the Association of Wives of Employees and Female Employees of the Railway (PIKKA) to support gender equality. This community is a platform to enhance the skills and leadership of female stakeholders. The appointment of the central PIKKA management was made through the Decree of the Chairperson of the Association of Wives of Employees and Female Employees of the Railway Number 003/PIKKA-P/SKEP/II/2023 concerning the Appointment of Central PIKKA Management.

Perseroan percaya bahwa kesetaraan hak dan kesempatan bagi perempuan akan memberikan dampak yang berkelanjutan bagi persepsi dan keputusan bisnis Perseroan. Komitmen kuat Perseroan untuk mendukung kesetaraan gender membawa hasil positif yang dibuktikan dengan pencapaian Perseroan yang kembali berhasil meraih penghargaan *Best Woman Empowerment Company 2025 in Encouraging Woman's Right Protection to Provide Comfort and Safety* dalam ajang HerStory Indonesia Best Women Empowerment Companies Awards (WECA) 2025. Penghargaan ini diberikan sebagai bentuk apresiasi atas komitmen KAI dalam mendorong perlindungan hak perempuan serta menciptakan lingkungan kerja yang nyaman dan aman bagi perempuan, terutama dalam mendukung keberlanjutan di sektor transportasi.

The Company believes that equal rights and opportunities for women will have a sustainable impact on the Company's business perceptions and decisions. The positive results brought by the Company's strong commitment to supporting gender equality are proven through the Company's achievement in winning the Best Woman Empowerment Company 2025 in Encouraging Woman's Right Protection to Provide Comfort and Safety award at the HerStory Indonesia Best Women Empowerment Companies Awards (WECA) 2025 once again. This award was bestowed as a form of appreciation for KAI's commitment to encouraging the protection of women's rights and creating a comfortable and safe working environment for women, especially in supporting sustainability in the transportation sector.

Prestasi ini menjadi bukti bahwa KAI tidak hanya berkomitmen dalam memberikan layanan transportasi yang aman dan nyaman, tetapi juga menjadi pelopor dalam menciptakan lingkungan kerja yang mendukung kesejahteraan perempuan di industri transportasi Indonesia. KAI akan terus berupaya memastikan bahwa setiap perempuan yang bekerja di KAI merasa aman, dihargai, dan memiliki kesempatan yang sama dalam mengembangkan karier mereka. KAI meyakini, dengan lingkungan kerja yang lebih inklusif, KAI bisa menciptakan industri transportasi yang lebih baik dan berkelanjutan.

This achievement proves that KAI is not only committed to providing safe and comfortable transportation services, but it also strives to become a pioneer in creating a working environment supporting women's welfare in the Indonesian transportation industry. KAI will continue ensuring that every woman working at KAI feels safe, appreciated, and has equal opportunities to develop their career. KAI believes that creating a better, more sustainable transportation industry is possible through a more inclusive working environment.

### Keselamatan dan Kesehatan Kerja [GRI 3-3, 403-1, 403-3, 403-8]

Keselamatan dan kesehatan kerja (K3) menjadi prioritas utama bagi KAI mengingat dalam industri perkeretaapian memiliki risiko yang tinggi. Kecelakaan kerja dapat menyebabkan cedera serius atau kematian, yang berdampak pada terhambatnya kinerja operasional Perseroan.

KAI memahami, lingkungan kerja yang aman dan sehat tidak hanya melindungi pekerja, tetapi juga meningkatkan produktivitas dan moral kerja. KAI telah memiliki Kebijakan *Health, Safety, Security and Environment* (HSSE) nomor: KS.102/XII/1/KA-2022. Kebijakan tersebut merupakan wujud nyata atas komitmen PT Kereta Api Indonesia (Persero) dan Anak Perusahaan untuk menjalankan bisnis transportasi perkeretaapian dan kegiatan usaha lainnya mengacu pada nilai-nilai utama Perusahaan AKHLAK untuk mendukung tujuan, visi, dan misi Perusahaan dengan memperhatikan keselamatan dan kesehatan kerja, keselamatan perkeretaapian, keamanan dan perlindungan terhadap lingkungan hidup untuk seluruh pekerja, aktivitas bisnis, dan aset Perusahaan dari segala ancaman kerugian.

Merujuk pada kebijakan tersebut, KAI menerapkan dan meningkatkan kualitas keselamatan dan kesehatan kerja bagi seluruh (100%) pekerja baik tetap maupun mitra. KAI menerapkan standarisasi yang menjamin terpenuhinya keselamatan, kesehatan, dan keamanan di lingkungan kerja sesuai Standar Operasional Perusahaan (SOP). Hal tersebut tercermin melalui penerapan program *promotive* dan *preventive* kepada pekerja berupa *medical check-up* tahunan, pemeriksaan kebugaran pekerja, pemeriksaan awak sarana perkeretaapian sebelum berdinis, dan sosialisasi isu penyakit dan/atau kesehatan untuk pekerja dan keluarga pekerja, serta penerapan protokol kesehatan yang ketat, baik bagi pekerja maupun penumpang, sebagai upaya KAI dalam mencegah penyebaran penyakit menular di area operasional. Pemeriksaan alkohol dan narkoba bagi pekerja tertentu, khususnya para awak sarana perkeretaapian sebelum berdinis. [GRI 403-8] Selain itu, KAI juga memberikan layanan program konseling pekerja bagi pekerja yang membutuhkan tempat untuk bercerita ataupun mendapatkan dukungan psikologis melalui unit yang disediakan.

### Occupational Health and Safety [GRI 3-3, 403-1, 403-3, 403-8]

Occupational health and safety (OHS) has become the top priority to KAI, considering the high risk in the railway industry. Workplace accidents can cause serious injury or death, which has an impact on obstructing the Company's operational performance.

KAI understands that a safe and healthy work environment not only protects employees, but also enhances productivity and morale. KAI has a Health, Safety, Security, and Environment (HSSE) Policy number: KS.102/XII/1/KA-2022. The policy is a real manifestation of the commitment of PT Kereta Api Indonesia (Persero) and its subsidiaries to run the railway transportation business and other business operations referring to the Company's main values AKHLAK to support the Company's goals, vision, and mission by paying attention to occupational safety and health, railway safety, security and protection of the environment for all workers, business activities and Company assets from all threats of loss.

Referring to the policy, KAI implements and improves the quality of occupational health and safety for all (100%) employees, both permanent and partners. KAI applies standardization that ensures the fulfillment of safety, health, and security in the work environment according to the Company's Standard Operating Procedures (SOP). This is reflected through the implementation of *promotive* and *preventive* programs for workers, such as annual medical check-ups, fitness checks for workers, pre-service examinations for railway personnel, and socialization related to disease and/or health issues for workers and their families, as well as the strict implementation of health protocols for both employees and passengers to prevent the spread of infectious diseases in operational areas. Alcohol and drug screening for certain employees, especially railway crew members, before going on duty. [GRI 403-8] Apart from that, KAI also provides employee counseling program services for employees who need a place to talk or get psychological support through the units provided.

Untuk memastikan kesehatan pekerja, KAI memiliki fasilitas kesehatan Klinik Mediska yang memberikan layanan kesehatan bagi pekerja, keluarga pekerja, dan masyarakat. Pemberian fasilitas kesehatan tersebut diatur melalui Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.A/KL.104/I/1/KA-2019 tentang Standardisasi Minimum Fasilitas Klinik Mediska. Per 31 Desember 2024, terdapat 55 Klinik Mediska yang dikelola KAI yang tersebar di seluruh wilayah operasional KAI. Di samping itu, KAI memberikan jaminan kesehatan bagi pekerja, keluarga pekerja, hingga calon pekerja, yang diatur melalui Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KH.405/XI/1/KA-2020 tentang Jaminan Kesehatan. Dengan mengacu pada Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KI.103/I/1/KA-2021 tanggal 19 Januari 2021 Tentang Standar Stasiun, setiap stasiun memiliki Fasilitas Pos Kesehatan atau P3K untuk penanganan pertama pada kecelakaan dan insiden gawat darurat yang terjadi pada penumpang maupun pekerja selama 24 jam. **[GRI 403-3]**

Operasional seluruh aktivitas pelayanan kesehatan kerja KAI menjadi tanggung jawab Vice President Health. Unit khusus ini memastikan layanan kesehatan kerja dilaksanakan secara optimal, yaitu dengan perencanaan dan koordinasi pelaksanaan kebijakan yang baik, melalui penyusunan norma serta standar acuan, penetapan serta penerapan prosedur, hingga pemberian bimbingan serta supervisi bagi pihak pelaksana. Untuk menjaga kinerja operasional berjalan baik, secara berkala KAI melakukan penanganan yang sistematis, terarah, dan terukur terhadap kejadian luar biasa seperti adanya ancaman kesehatan akibat penyakit menular, wabah, epidemi, dan/atau pandemi dengan cara membuat perencanaan, berkoordinasi dan berkolaborasi dengan pihak terkait, serta memantau dan melakukan evaluasi.

Selain memberikan perhatian terhadap kualitas keselamatan dan kesehatan kerja seluruh (100%) pekerja, keluarga pekerja, maupun mitra, KAI juga senantiasa meningkatkan kualitas keselamatan dan kesehatan para penumpangnya. KAI memiliki pos kesehatan dan layanan fasilitas medis di atas kereta untuk para penumpang. Di samping itu, KAI dan entitas anaknya juga memberikan jaminan asuransi keselamatan kepada para penumpang dan para awak sarana pekerja KAI, bekerja sama dengan PT Asuransi Jasaraharja Putera. Berikut jumlah penumpang yang berkunjung ke Pos Kesehatan tahun 2021-2024 dan jumlah penumpang yang meninggal pada tahun 2021-2024:

To ensure employee health, KAI has health facilities in the form of Mediska Clinics that provide health services for employees, their families, and the community. The provision of these health facilities is regulated through the Director's Regulation of PT Kereta Api Indonesia (Persero) Number PER.A/KL.104/I/1/KA-2019 concerning Minimum Standardization of Mediska Clinic Facilities. As of December 31, 2024, there were 55 Mediska Clinics managed by KAI spread across all KAI operational areas. In addition, KAI provides health insurance for employees, their families, and prospective employees, which is regulated through the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KH.405/XI/1/KA-2020 concerning Health Insurance. Referring to the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KI.103/I/1/KA-2021 dated January 19, 2021, concerning Station Standards, each station has a Health Post or First Aid (P3K) facility for first aid in accidents and emergency incidents that occur to passengers or employees 24 hours a day. **[GRI 403-3]**

Operational activities of all KAI occupational health services are the responsibility of the Vice President of Health. This special unit ensures optimal implementation of occupational health services, through good policy planning and coordination, the establishment of norms and reference standards, the determination and implementation of procedures, and the provision of guidance and supervision for the implementing parties. To maintain good operational performance, KAI periodically conducts systematic, directed, and measurable handling of extraordinary events such as health threats due to infectious diseases, outbreaks, epidemics, and/or pandemics by planning, coordinating, and collaborating with related parties, as well as monitoring and evaluating.

In addition to ensuring the quality of occupational safety and health for all (100%) employees, their families, and partners, KAI continuously improves the quality of safety and health for its passengers. KAI has a health post and medical facilities on board its trains for passengers. Furthermore, KAI and its subsidiaries provide safety insurance to passengers and crew members of KAI's facilities, in collaboration with PT Asuransi Jasaraharja Putera. The following is the number of passengers who visited the Health Post in 2021-2024 and the number of passengers who passed away in 2021-2024:

**Jumlah Kunjungan Penumpang Pos Kesehatan Tahun 2021-2024**

**Number of Passenger Visits to Health Posts in 2021-2024**

| Tahun / Year       | Jumlah (Orang) / Total (Person) |
|--------------------|---------------------------------|
| 2021               | 443                             |
| 2022               | 378                             |
| 2023               | 3.143                           |
| 2024               | 3.665                           |
| <b>Grand Total</b> | <b>7.629</b>                    |

**Jumlah Penumpang Meninggal Tahun 2021-2024**

**Number of Passenger Deaths in 2021-2024**

| Tahun / Year       | Jumlah (Orang) / Total (Person) |
|--------------------|---------------------------------|
| 2021               | 0                               |
| 2022               | 1                               |
| 2023               | 10                              |
| 2024               | 7                               |
| <b>Grand Total</b> | <b>18</b>                       |

Catatan: Penumpang meninggal karena sakit / Note: Passengers passed away due to illness

**Sistem Manajemen Keselamatan dan Kesehatan Kerja [GRI 403-1]**

Untuk mengoptimalkan pelaksanaan sistem K3, sejak tahun 2020 KAI menerapkan Sistem Manajemen Keselamatan Perkeretaapian (SMKP) yang mengacu pada:

- Peraturan Pemerintah Nomor 50 tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja; dan
- Peraturan Menteri Perhubungan Nomor PM 69 Tahun 2018 tentang Sistem Manajemen Keselamatan Perkeretaapian. Sesuai dengan Peraturan Direksi Nomor PER.U/KS.102/III/1/KA-2020, SMKP wajib diterapkan secara berkelanjutan pada setiap satuan organisasi di Kantor Pusat dan Daerah.

Implementasi SMKP meliputi keselamatan perkeretaapian serta keselamatan dan kesehatan kerja yang berlaku di seluruh lini bisnis KAI. Untuk mengetahui efektivitas penerapan SMKP, KAI melakukan audit internal SMKP sesuai Peraturan Direksi Nomor PER.S/KS.102/IV/32/KA-2020 tentang Prosedur Audit Internal dalam Sistem Manajemen Keselamatan Perkeretaapian yang telah dilakukan oleh Direktorat Keselamatan dan Keamanan pada tahun 2024. Audit internal pada tahun 2024 telah dilakukan di 14 wilayah Daerah Operasi, Divisi Regional, Balai Yasa Sarana dan Prasarana. Audit Internal SMKP di Daop/Divre maupun Balai Yasa di tahun 2024 dilaksanakan dengan kategori tingkat yang beragam baik tingkat awal, transisi dan lanjutan.

**Occupational Health and Safety Management System [GRI 403-1]**

To optimize the implementation of the OHS system, KAI has implemented the Railway Safety Management System (SMKP) since 2020 which refers to:

- Government Regulation Number 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems; and
- Minister of Transportation Regulation Number PM 69 of 2018 concerning the Railway Safety Management System. In accordance with the Director's Regulation Number PER.U/KS.102/III/1/KA-2020, SMKP must be continuously implemented in every organizational unit at the Head Office and Regional Offices.

The SMKP implementation includes railway safety as well as occupational health and safety applicable across all KAI business lines. To evaluate the implementation of SMKP, KAI conducts internal SMKP audits in accordance with the Director's Regulation Number PER.S/KS.102/IV/32/KA-2020 concerning Internal Audit Procedures in the Railway Safety Management System, which was carried out by the Directorate of Safety and Security in 2024. In 2024, internal audits were conducted in 14 Operational Areas, Regional Divisions, as well as Facilities and Infrastructure Railway Workshops. Internal Audits of SMKP in Operational Areas/Regional Divisions and Railway Workshops in 2024 were conducted at various level categories, namely initial, transitional, and advanced levels.

KAI memastikan sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja yang dimiliki telah sesuai dengan Peraturan Pemerintah Nomor 50 tahun 2012. Pada tahun 2024, terdapat 1 (satu) wilayah yang telah melakukan resertifikasi dan mendapatkan kembali bendera emas dalam pencapaian penerapan SMK3 dari Kementerian Ketenagakerjaan.

Penerapan aspek keselamatan dan kesehatan kerja (K3) yang dijalankan secara terencana dan terstruktur membawa Perseroan berhasil meraih penghargaan dalam bidang keselamatan dan kesehatan kerja pada tahun 2024 pada ajang penghargaan Indonesia Safety Excellence Award dalam rangkaian OSH's Asia Summit 2024 dengan kategori sebagai berikut:

1. The Best Safety Management in BUMN Company
2. The Best Safety Program
3. The Most Safety Culture
4. The Best Leadership on OSH Culture

Penghargaan ini merupakan bentuk apresiasi terhadap implementasi aspek keselamatan dan kesehatan kerja (K3) yang dijalankan secara baik dan berkelanjutan dalam rangka mendukung kemajuan K3 nasional.

Selain menerapkan Sistem Manajemen Keselamatan Perkeretaapian, KAI juga telah menerapkan Sistem Manajemen Lingkungan yang mengacu pada ISO 14001:2015, dimana di dalamnya memasukkan isu eksternal terkait lingkungan yang ada di sekitar Perusahaan mulai tahun 2019 secara bertahap pada Unit Pelaksana Teknis di daerah, yaitu:

1. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Balai Yasa Mekanik Cirebon Prujakan pada Tahun 2019.
2. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Balai Yasa Yogyakarta pada Tahun 2020.
3. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Dipo Lokomotif pada Taf Cirebon Tahun 2022.
4. Sertifikasi ISO 14001:2015 melalui Badan Sertifikasi Sucofindo di Balai Yasa Tegal pada Tahun 2023.

Pada tahun 2024 KAI telah melaksanakan Gap Analisis ISO 14001:2015 di Balai Yasa Surabayagubeng serta awareness maupun peningkatan kompetensi bidang lingkungan lainnya sebagai dasar dalam penerapan ISO 14001:2015 di tahun 2025. Untuk memastikan penerapan berjalan konsisten, maka Perseroan melakukan Audit Internal ISO 14001:2015 di wilayah-wilayah yang telah mengimplemetasikan ISO 14001:2015,

KAI ensures that the Occupational Health and Safety Management System certification complies with Government Regulation Number 50 of 2012. In 2024, 1 (one) region carried out recertification and once more received the gold flag in achieving the implementation of OHSMS from the Ministry of Manpower.

The health, safety, and environment (OHS) implementation carried out in a planned and structured manner managed to make the Company receive awards in the field of occupational health and safety in 2024 at the Indonesia Safety Excellence Award in the OSH's Asia Summit 2024 series with the following categories:

1. The Best Safety Management in BUMN Company
2. The Best Safety Program
3. The Most Safety Culture
4. The Best Leadership on OSH Culture

These awards were given to appreciate the proper and sustainable implementation of occupational health and safety (OHS) aspects in support of national OHS advancement.

In addition to the implementation of the Railway Safety Management System, KAI has also implemented an Environmental Management System that refers to ISO 14001:2015, which includes external issues related to social issues around the Company starting in 2019 gradually at Technical Implementation Units in the regions, namely:

1. ISO 14001:2015 certification through Sucofindo Certification at Balai Yasa Mekanik Cirebon Prujakan in 2019.
2. ISO 14001:2015 certification through Sucofindo Certification at Balai Yasa Yogyakarta in 2020.
3. ISO 14001:2015 certification through Sucofindo Certification at Dipo Lokomotif Cirebon in 2022.
5. ISO 14001:2015 certification through Sucofindo Certification at Balai Yasa Tegal in 2023.

In 2024, KAI implemented ISO 14001:2015 Gap Analysis at Surabayagubeng Railway Workshop as well as awareness and improvement of other environmental competencies as a basis for implementing ISO 14001:2015 in 2025. To ensure consistent implementation, the Company conducted an ISO 14001:2015 Internal Audit in areas that have implemented ISO 14001:2015, including Cirebonprujakan Railway Mechanical Workshop,



antara lain Balai Yasa Mekanik Cirebonprujakan, Balai Yasa Yogyakarta, Dipo Lokomotif Cirebon, dan Balai Yasa Tegal serta *Audit Surveillance* oleh badan Sertifikasi ISO 14001:2015, yaitu Sucofindo.

### Penanggulangan Keadaan Darurat dan Kecelakaan Besar pada Lingkungan Kerja

Sebagai perusahaan yang bergerak di bidang industri perkeretaapian, KAI mengelola risiko secara terstruktur agar tidak menimbulkan kerugian operasional. KAI telah menerapkan kebijakan penanggulangan keadaan darurat dan kecelakaan besar yang terjadi di lingkungan kerja. Penanganan awal pada kejadian kecelakaan mengacu pada Instruksi Direksi Nomor 13/KP.501/KA-2012 tentang Pertolongan Pertama Pada Kecelakaan (P3K) di Lingkungan Kerja PT Kereta Api Indonesia (Persero). Secara spesifik, kebijakan P3K di lingkungan KAI telah mengatur hal-hal terkait (1) petugas P3K di tempat kerja serta (2) fasilitas P3K di tempat kerja, mencakup persyaratan ruang dan kotak P3K.

Sementara penanganan keadaan darurat dan kecelakaan besar di KAI dijalankan sesuai dengan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/LL.507/VII/ 2/ KA-2015 tentang Standar Operasional Prosedur Penanganan Kondisi Darurat di Wilayah Stasiun, Depo, Balai Yasa dan Dalam Perjalanan Kereta Api serta Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KT.204/XII/1/ KA-2018 tentang Standar Operasional Prosedur Tanggap Darurat Gangguan Operasional Kereta Api.

KAI juga menerapkan upaya pencegahan dan penanggulangan kebakaran di Balai Yasa Sarana, Balai Yasa Prasarana, Dipo Sarana, Dipo Prasarana, dan Stasiun berdasarkan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/ KS.101/XII/2/KA-2016, sebagai upaya penanggulangan keadaan darurat dan kecelakaan besar pada lingkungan kerja.

### Induksi Keselamatan kepada Pihak Internal maupun Eksternal

KAI menerapkan induksi keselamatan yang diatur melalui Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER-S/ KS.102/IV/26/KA-2020 tentang Prosedur Induksi Keselamatan dalam Sistem Manajemen Keselamatan Perkeretaapian. Penerapan induksi keselamatan merupakan kegiatan untuk mengkomunikasikan informasi Keselamatan Perkeretaapian serta Keselamatan dan Kesehatan Kerja kepada seluruh SDM, tamu, kontraktor, pengguna jasa, pemasok, dan pemangku kepentingan lain.

Yogyakarta Railway Workshop, Cirebon Locomotive Depot, and Tegal Railway Workshop, as well as a Surveillance Audit by the ISO 14001:2015 Certification Agency, namely Sucofindo.

### Emergency and Major Accident Response in the Workplace

As a company engaged in the railway industry, KAI structurally manages risks so as not to cause operational losses. KAI has implemented policies for responding to emergencies and major accidents that occur in the workplace. Initial handling of accident incidents refers to the Director's Instruction Number 13/KP.501/KA-2012 concerning First Aid in Accidents (P3K) in the Workplace of PT Kereta Api Indonesia (Persero). Specifically, the P3K policy in the KAI environment regulates matters related to (1) P3K officers in the workplace and (2) P3K facilities in the workplace, including the requirements for P3K rooms and kits.

Meanwhile, emergency and major accident response at KAI is carried out in accordance with the Board of Directors Decree of PT Kereta Api Indonesia (Persero) Number KEP.U/LL.507/ VII/2/KA-2015 concerning Standard Operating Procedures for Emergency Handling in Station Areas, Depots, Balai Yasa, and During Train Journeys, as well as the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER.U/KT.204/XII/1/KA-2018 concerning Standard Operating Procedures for Emergency Response to Train Operational Disruptions.

KAI also implements fire prevention and response efforts at Balai Yasa Sarana, Balai Yasa Prasarana, Dipo Sarana, Dipo Prasarana, and Stations based on the Board of Directors Decree of PT Kereta Api Indonesia (Persero) Number KEP.U/ KS.101/XII/2/KA-2016, as an effort to deal with emergencies and major accidents in the workplace.

### Safety Induction for Internal and External Parties

KAI implements safety induction regulated through the Board of Directors Regulation of PT Kereta Api Indonesia (Persero) Number PER-S/KS.102/IV/26/KA-2020 concerning Safety Induction Procedures in the Railway Safety Management System. The implementation of safety induction is an activity to communicate Railway Safety and Occupational Health and Safety information to all human resources, guests, contractors, service users, suppliers, and other stakeholders.

Sesuai prosedur induksi keselamatan tersebut, materi yang diberikan pada kegiatan induksi mencakup hal-hal sebagai berikut:

- Kebijakan keselamatan perkeretaapian serta keselamatan dan kesehatan kerja Perusahaan;
- Bahaya dan insiden yang mungkin ditimbulkan dari kegiatan operasional perkeretaapian dan proses kerja SDM KAI;
- Peran dan tanggung jawab SDM KAI, tamu, kontraktor, pengguna jasa, pemasok, dan pemangku kepentingan lainnya di dalam menerapkan Sistem Manajemen Keselamatan Perkeretaapian dan mengendalikan bahaya;
- Persyaratan keselamatan perkeretaapian serta keselamatan dan kesehatan kerja yang harus dipatuhi oleh SDM KAI, tamu, kontraktor, pengguna jasa, pemasok, dan pemangku kepentingan lainnya, seperti tanda/rambu yang harus dipatuhi, alat pelindung diri yang harus dikenakan, area kerja yang tidak boleh dimasuki, dan lain-lain;
- Cara melaporkan jika ada bahaya, tindakan tidak aman, kondisi tidak aman, insiden dan/atau keadaan darurat;
- Prosedur atau rencana tanggap darurat, seperti cara menyelamatkan diri, sarana jalan keluar dan evakuasi, titik kumpul dalam keadaan darurat, jenis alarm yang perlu diketahui (audible dan/atau visual), instruksi yang harus dipatuhi, serta apa yang boleh dan tidak boleh dilakukan ketika terjadi keadaan darurat;
- Fasilitas yang disediakan oleh Perusahaan serta lokasinya, seperti kamar mandi, ruang ibu menyusui, kotak P3K, klinik atau layanan kesehatan, sistem deteksi dan alarm kebakaran, alat pemadam api ringan, fasilitas ibadah, dan fasilitas lain yang dianggap perlu untuk diketahui; dan
- Imbauan penyampaian saran, umpan balik, dan keluhan mengenai keselamatan perkeretaapian serta keselamatan dan kesehatan kerja.

#### **Pengungkapan Praktik Pelanggaran Ketentuan Ketenagakerjaan pada Pekerja pada Pihak Pemasok**

Untuk memastikan seluruh pekerja pihak pemasok mematuhi peraturan perundang-undangan, KAI melakukan identifikasi terhadap praktik pelanggaran ketentuan ketenagakerjaan pada pekerja pihak pemasok yang digunakan pada 2024. Merujuk pada hasil identifikasi tersebut, tidak ditemukan adanya praktik pelanggaran terhadap ketentuan ketenagakerjaan yang dilakukan pihak pemasok atau mitra kerja KAI.

According to these safety induction procedures, the material provided in the induction activities includes the following:

- The Company's railway safety and occupational health and safety policies;
- Hazards and incidents that may arise from railway operational activities and the work processes of KAI's human resources;
- The roles and responsibilities of KAI's human resources, guests, contractors, service users, suppliers, and other stakeholders in implementing the Railway Safety Management System and controlling hazards;
- Railway safety and occupational health and safety requirements that must be adhered to by KAI's human resources, guests, contractors, service users, suppliers, and other stakeholders, such as signs that must be followed, personal protective equipment that must be worn, work areas that must not be entered, and others;
- How to report hazards, unsafe actions, unsafe conditions, incidents, and/or emergencies;
- Emergency procedures or plans, such as how to evacuate, exit routes and evacuation, emergency assembly points, types of alarms to be recognized (audible and/or visual), instructions to be followed, and what to do and not to do during an emergency;
- Facilities provided by the Company and their locations, such as bathrooms, nursing rooms, first aid kits, clinics or health services, fire detection and alarm systems, fire extinguishers, places of worship, and other facilities deemed necessary to be known; and
- Encouragement to provide suggestions, feedback, and complaints regarding railway safety and occupational health and safety.

#### **Disclosure of Labor Regulation Violations by Supplier Employees**

To ensure the compliance of all supplier employees with laws and regulations, KAI identified practices of labor regulation violations among supplier employees used in 2024. Referring to the results of this identification, no violations of labor regulations were found to have been committed by KAI's suppliers or partners.

### Daftar Pihak Pemasok Berdasarkan Klasifikasi Tingkat

Sampai dengan 2024, KAI belum melakukan klasifikasi terhadap pihak pemasok berdasarkan tingkat risiko pekerjaan. Oleh karenanya, KAI tidak mengungkapkan informasi mengenai daftar pihak pemasok berdasarkan klasifikasi tersebut pada bagian ini.

### Pengidentifikasian Bahaya, Penilaian Risiko, dan Investigasi Insiden [GRI 403-2]

Sebagai upaya preventif untuk memitigasi risiko kecelakaan kereta api, kecelakaan kerja, penyakit akibat kerja dan pencemaran lingkungan hidup, KAI menerapkan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR), sesuai dengan Kebijakan Health, Safety, Security, and Environment (HSSE) Nomor KS.I02/XII/I/KA-2022 Poin 5 dan Perjanjian Kerja Bersama Periode 2024-2026 Pasal 40. KAI mewajibkan seluruh Kepala Unit Pelaksana Teknis (UPT) di tingkat Daerah melakukan proses IBPR, untuk selanjutnya diperiksa oleh *Quality Controller* sebelum disetujui oleh Manajer unit terkait.

Penerapan IBPR ini dijalankan sesuai ketentuan yang terdapat dalam SMKP. Bahaya yang telah diidentifikasi selanjutnya akan dinilai risikonya dan ditetapkan jenis pengendalian risikonya berdasarkan hierarki pengendalian risiko keselamatan, yang mencakup eliminasi, substitusi, rekayasa teknik, administrasi, dan alat pelindung diri. IBPR yang telah disetujui oleh Manager atau Senior Manager unit terkait akan dibahas di dalam Rapat Komite Keselamatan Tingkat Daerah yang dilaksanakan secara rutin setiap bulan, yang hasilnya dikirim kepada Direktorat Keselamatan dan Keamanan.

Untuk mengetahui efektivitas penerapan IBPR, secara berkala Unit Safety Kantor Pusat melakukan evaluasi terkait dengan pelaksanaan proses IBPR yang berjalan di KAI. Hasil evaluasi dijadikan dasar bagi Perseroan dalam mengambil keputusan-keputusan strategis untuk memitigasi risiko keselamatan ataupun perbaikan terhadap pelaksanaan proses BPR yang sedang berlangsung. Setiap tahunnya, Unit Safety menyelenggarakan kegiatan sosialisasi, lokakarya, serta mendistribusikan materi IBPR di dalam pelatihan internal. Hal tersebut dilakukan sebagai upaya terus-menerus dalam meningkatkan kesadaran, pemahaman, dan kompetensi pekerja KAI terkait penerapan proses IBPR.

Di samping melakukan usaha preventif melalui proses IBPR, Perseroan juga memfasilitasi pelaporan bahaya sebagai upaya korektif untuk mencegah terjadinya kecelakaan. Pelaporan bahaya tersebut difasilitasi melalui aplikasi *Safety Railway Information (SRI)*, yang dapat diakses oleh seluruh

### List of Suppliers Based on Job Risk Classification

As of 2024, KAI has not classified suppliers based on job risk levels. Therefore, KAI does not disclose information regarding the list of suppliers based on this classification in this section.

### Hazard Identification, Risk Assessment, and Incident Investigation [GRI 403-2]

As a preventive measure to mitigate the risks of train accidents, workplace accidents, occupational diseases, and environmental pollution, KAI implements the Hazard Identification, Risk Assessment, and Safety Risk Control (IBPR) process, in accordance with the Health, Safety, Security, and Environment (HSSE) Policy No. KS.I02/XII/I/KA-2022 Point 5 and the Collective Labor Agreement for the 2024-2026 Period Article 40. KAI requires all Heads of Technical Implementation Units (UPT) at the regional level to carry out the IBPR process, which is then reviewed by the Quality Controller before being approved by the relevant unit Manager.

The implementation of IBPR is carried out in accordance with the provisions in the SMKP. Identified hazards are assessed for their risks and the type of risk control is determined based on the safety risk control hierarchy, which includes elimination, substitution, engineering controls, administrative controls, and personal protective equipment. IBPRs approved by the Manager or Senior Manager of the relevant unit are discussed in the Regional Safety Committee Meetings held monthly, with the results sent to the Directorate of Safety and Security.

To determine the effectiveness of IBPR implementation, the Central Office Safety Unit periodically evaluates the implementation of the IBPR process at KAI. The results of these evaluations become the basis for the Company in making strategic decisions for mitigating safety risks or improvements to the ongoing IBPR process. The Safety Unit conducts annual dissemination activities and workshops, as well as distributes IBPR materials in internal training. This is done as a continuous effort to increase awareness, understanding, and competence of KAI employees regarding the implementation of the IBPR process.

In addition to preventive efforts through the IBPR process, the Company also facilitates hazard reporting as a corrective measure to prevent accidents. Hazard reporting is facilitated through the *Safety Railway Information (SRI)* app, which can be accessed by all employees. For the reporting entity

pekerja. Untuk mengakomodir pelapor yang tidak memiliki akses ke aplikasi *Safety Railway Information* maka disediakan media pelaporan melalui *WhatsApp Center Safety Railway Information* yang nantinya akan diteruskan ke aplikasi SRI. KAI menerapkan kebijakan untuk menjaga kerahasiaan identitas pelapor dan memberi jaminan bahwa tidak terdapat hukuman atau sanksi apa pun yang akan dikenakan bagi pelapor, berdasarkan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/KK.301/XII/1/KA-2016.

Untuk memperkuat penerapan K3, KAI memiliki kebijakan dan SOP K3, yaitu Peraturan Direksi Tentang Menghentikan Operasional Kereta Api dan/atau Pekerjaan untuk Keselamatan Operasional Perkeretaapian, Keselamatan Kesehatan Kerja dan Lingkungan (K3L), serta Keamanan Di PT Kereta Api Indonesia (Persero). Kebijakan tersebut menyatakan bahwa apabila terjadi insiden yang membahayakan keselamatan, KAI memberikan hak kepada pekerja untuk menghentikan atau meninggalkan situasi kerja yang berpotensi menimbulkan kecelakaan kerja atau penyakit akibat kerja. Perusahaan menjamin keselamatan dan kesehatan pekerja melalui mekanisme pelaporan resmi *unsafe action* dan *unsafe condition*, budaya keselamatan yang proaktif, serta komitmen manajemen dalam mendukung penerapan prinsip *stop work authority*.

Sementara itu apabila terjadi kecelakaan kerja atau penyakit akibat kerja, KAI melakukan penanganan darurat dan pertolongan pertama, melaporkan serta mencatat kejadian sesuai ketentuan, melaksanakan investigasi untuk menemukan akar penyebab, serta menjalankan tindakan perbaikan dan pencegahan agar kejadian tidak terulang. Direktur Keselamatan dan Keamanan akan segera menetapkan tim khusus yang ditugaskan untuk melakukan proses investigasi terhadap insiden tersebut. Tim Investigasi tersebut kemudian akan segera menuju lokasi kejadian untuk melaksanakan rangkaian proses investigasi meliputi pengumpulan bukti/data lapangan, pengumpulan keterangan saksi, pengolahan dan analisis data, penyusunan laporan hasil investigasi mencakup hasil kesimpulan penyebab terjadinya insiden, hingga penyusunan rekomendasi perbaikan dan pencegahan.

Dalam penerapan proses investigasi insiden kecelakaan kereta api, KAI menggunakan metode ORILIO (*Organisational Influences, Operational Risk Control, Local Factors, Individual Actions and Occurrence Events*). Adapun, terhadap insiden kecelakaan kerja, KAI menerapkan pendekatan SCAT (*Systematic Cause Analysis Techniques*).

that does not have access to the Safety Railway Information app, a reporting medium is provided through the Safety Railway Information Whatsapp Center, which will then be forwarded to the SRI app. KAI implements a policy to maintain the confidentiality of the reporting entity's identity and guarantees that no punishment or sanctions will be imposed on the reporting entity, based on the Board of Directors Decree of PT Kereta Api Indonesia (Persero) Number KEP.U/KK.301/XII/1/KA-2016.

To strengthen the OHS implementation, KAI has an OHS policy and SOP, namely the Board of Directors Regulation concerning Stopping Train Operations and/or Work for Railway Operational Safety, Occupational Health, Safety, and Environment (OHSE), and Security at PT Kereta Api Indonesia (Persero). This policy states that if an incident poses a safety risk, KAI grants employees the right to stop or leave the work situation that has the potential to cause a work accident or occupational disease. The Company ensures employee safety and health through a formal reporting mechanism for unsafe acts and unsafe conditions, a proactive safety culture, and management commitment to supporting the implementation of the stop-work authority principle.

Meanwhile, in the event of a work accident or occupational disease, KAI provides emergency response and first aid, reports and records the incident in accordance with regulations, conducts an investigation to determine the root cause, and implements corrective and preventive measures to avert unwanted events from recurring. The Managing Director of Safety and Security will immediately establish a special team assigned to investigate the incident. The Investigation Team will then promptly go to the incident location to carry out a series of investigation processes, including collecting evidence/field data, gathering witness statements, processing and analyzing data, preparing an investigation report that includes conclusions on the causes of the incident, and preparing recommendations for improvements and prevention.

In the implementation of train accident incident investigations, KAI uses the ORILIO method (*Organizational Influences, Operational Risk Control, Local Factors, Individual Actions, and Occurrence Events*). For workplace accident incidents, KAI applies the SCAT (*Systematic Cause Analysis Techniques*) approach.

Setelah rangkaian proses investigasi selesai, Direktur Keselamatan dan Keamanan menyampaikan laporan hasil investigasi kepada seluruh pihak terkait. Kemudian Unit Safety melakukan proses *monitoring* terhadap pelaksanaan *safety action* berdasarkan rekomendasi tindakan perbaikan dan pencegahan yang dihasilkan dari laporan hasil investigasi.

#### Layanan Kesehatan [GRI 403-3, 403-6]

KAI menyediakan fasilitas kesehatan milik KAI, yaitu Klinik Mediska, yang dapat dimanfaatkan oleh pekerja, keluarga pekerja, hingga masyarakat. Penyediaan layanan kesehatan kerja tersebut diatur berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.A/KL.104/I/1/KA-2019 tanggal 8 Januari 2019 tentang Standardisasi Minimum Fasilitas Klinik Mediska.

Untuk menjaga kinerja operasional berjalan sesuai target, KAI mewajibkan para pekerja untuk melakukan pemeriksaan kesehatan pekerja secara rutin melalui program *medical check-up* tahunan, dan pemeriksaan kesehatan, sebelum berdinis kepada awak sarana perkeretaapian di Pos Pemeriksaan Kesehatan (POSRIKKES). Pemeriksaan kesehatan sebelum menjalankan pekerjaan dinas sangat penting dilakukan guna memastikan para pekerja, termasuk masinis, bebas dari pengaruh alkohol. Ini adalah bagian dari prosedur pemeriksaan kesehatan yang dilakukan sebelum masinis dan asisten masinis mulai dinas. KAI memastikan kondisi masinis dalam keadaan sehat dan prima, sehingga perjalanan kereta api dapat berlangsung aman, nyaman, selamat, dan tepat waktu. Selain pemeriksaan bebas alkohol, masinis juga diperiksa untuk suhu tubuh dan tekanan darah.

Sesuai dengan Undang-undang (UU) Nomor 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial dan Peraturan Menteri Kesehatan No 3 Tahun 2023 tentang Standar Tarif Pelayanan Kesehatan. Dalam Penyelenggaraan Program Jaminan Kesehatan, KAI memberikan jaminan kesehatan kepada para pekerja dan keluarga pekerja.

Mengacu pada Peraturan Direksi Nomor: PER.U/KH.405/XII/1/KA-2023 Tentang Perubahan atas Peratutan Direksi Nomor: PER.U/KH.405/XI/1/KA-2020 tentang Jaminan Kesehatan, KAI mendaftarkan para pekerjanya mengikuti asuransi BPJS Kesehatan. Selain itu, KAI mengikutsertakan para pekerja, keluarga pekerja, dan calon pekerja untuk menjadi anggota Jaminan Kesehatan Perusahaan (JKP). JKP merupakan fasilitas pelayanan Kesehatan yang diselenggarakan oleh KAI yang memberikan sejumlah manfaat, antara lain:

- Manfaat Jaminan Kesehatan pada fasilitas kesehatan terdiri dari manfaat medis dan manfaat non medis.

After the entire investigation process is completed, the Managing Director of Safety and Security will present the investigation report to all relevant parties. Subsequently, the Safety Unit will monitor the implementation of safety actions based on the corrective and preventive action recommendations resulting from the investigation report.

#### Health Services [GRI 403-3, 403-6]

KAI offers health facilities owned by KAI itself, namely Mediska Clinics, which can be utilized by employees, their families, and the community. The provision of these occupational health services is regulated by the Director's Regulation of PT Kereta Api Indonesia (Persero) Number PER.A/KL.104/I/1/KA-2019 dated January 8, 2019, concerning Minimum Standardization of Mediska Clinic Facilities.

To maintain operational performance according to the target, KAI requires employees to conduct regular health checks for workers through an annual medical check-up program and pre-service health examinations for railway personnel at Health Examination Posts (POSRIKKES). Health checks before carrying out official work are crucial to ensure that employees, including train drivers, are free from the influence of alcohol. This is part of the health check procedure carried out before train drivers and assistant train drivers start working. KAI ensures that train drivers are in good health and prime condition so that train travel can be safe, comfortable, secure, and on time. In addition to the alcohol-free check, train drivers are also checked for body temperature and blood pressure.

In accordance with Law No. 24 of 2011 concerning the Social Security Administering Body and Minister of Health Regulation No. 3 of 2023 concerning Standard Health Service Tariffs, KAI provides health insurance to employees and their families.

Referring to the Regulation of the Board of Directors Number: PER.U/KH.405/XII/1/KA-2023 concerning Amendments to the Regulation of the Board of Directors Number: PER.U/KH.405/XI/1/KA-2020 concerning Health Insurance, KAI registers its employees for BPJS Kesehatan (Social Security Agency on Health). Additionally, KAI enrolls employees, their families, and prospective employees in the Company Health Insurance (JKP). JKP is a health service facility provided by KAI that offers several benefits, including:

- Health insurance benefits at health facilities consist of medical and non-medical benefits.



- Manfaat non medis diberikan berdasarkan kelas perawatan peserta.
- Manfaat medis diberikan sesuai dengan indikasi medis dan standar pelayanan serta tidak dibedakan berdasarkan kelas JKP.

Setiap peserta JKP berhak memperoleh manfaat Jaminan Kesehatan yang bersifat pelayanan kesehatan perorangan, mencakup pelayanan promotive, preventive, kuratif dan rehabilitative, termasuk pelayanan obat, alat kesehatan dan alat medis habis pakai sesuai dengan kebutuhan medis yang diperlukan.

Pelayanan kesehatan di fasilitas kesehatan yang disediakan oleh JKP, meliputi pelayanan di:

1. Fasilitas Kesehatan Perusahaan;
2. Fasilitas Kesehatan kerja sama/rujukan.

#### Kecelakaan Kerja dan Langkah Pencegahan Insiden Kematian [GRI 403-9, 403-10]

Dalam rangka meminimalisasi adanya risiko kerja berkenaan dengan aktivitas operasi Perseroan, KAI secara berkesinambungan melakukan investigasi dan pendataan terhadap insiden kecelakaan kerja secara berkala. KAI menerapkan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR) sebagai upaya memitigasi risiko kecelakaan kerja, penyakit akibat kerja, serta insiden kematian di tempat kerja. Untuk memperkuat upaya mitigasi, KAI juga mengimplementasikan Sistem Manajemen Keselamatan Perkeretaapian dengan memastikan keandalan peralatan kerja serta memberikan pelatihan K3 kepada pekerja secara berkala, sebagai upaya sistematis pencegahan insiden penyakit, kecelakaan hingga kematian di tempat kerja.

KAI berkomitmen untuk senantiasa memastikan kinerja operasional telah memenuhi prosedur yang ditetapkan demi menjamin keamanan dan keselamatan seluruh pekerja baik pekerja KAI maupun pekerja mitra usaha kami. Upaya kuat ini membawa hasil dengan tidak terdapatnya kematian pekerja KAI pada periode 2024. Berikut rekapitulasi kecelakaan kerja pada 3 (tiga) tahun terakhir:

#### Rekapitulasi Kecelakaan Kerja

| Uraian / Description                          | Satuan / Unit     | 2024 | 2023 | 2022 |
|-----------------------------------------------|-------------------|------|------|------|
| Penyakit Akibat Kerja / Occupational Diseases | Orang / Person(s) | 0    | 0    | 0    |
| Kecelakaan Kerja / Work Accidents             | Orang / Person(s) | 7    | 11   | 7    |
| Kematian / Fatality                           | Orang / Person(s) | 0    | 2    | 0    |

- Non-medical benefits are provided based on the participant's treatment class.
- Medical benefits are provided according to medical indications and service standards and do not differ based on JKP class.

Every JKP participant is entitled to receive Health Insurance benefits that are individual health services, encompassing promotive, preventive, curative, and rehabilitative services, including medication, medical devices, and consumable medical equipment as needed.

Healthcare services at health facilities provided by JKP include services at:

1. Company Health Facilities;
2. Collaborative/Referral Health Facilities.

#### Work Accidents and Incident Prevention Measures [GRI 403-9, 403-10]

KAI conducts regular investigations and documentation of work accidents as a continuous effort to minimize work-related risks associated with the Company's operational activities. As a preventive measure to mitigate the risks of work accidents, occupational diseases, and fatalities in the workplace, KAI implements the Hazard Identification, Risk Assessment, and Safety Risk Control (IBPR) process. Additionally, KAI applies the Railway Safety Management System by ensuring the reliability of work equipment and providing regular occupational health and safety (OHS) training to employees as a systematic effort to prevent incidents of disease, accidents, and fatalities in the workplace.

KAI is committed to always ensuring that operational procedures fulfill the set procedures to guarantee the safety and security of all employees, including KAI employees and our business partners' employees. This strong effort has yielded results with no KAI employee deaths still occurring in 2024. The recapitulation for the last 3 (three) years is as follows:

#### Recapitulation of Work Accidents

| Uraian / Description                          | Satuan / Unit     | 2024 | 2023 | 2022 |
|-----------------------------------------------|-------------------|------|------|------|
| Penyakit Akibat Kerja / Occupational Diseases | Orang / Person(s) | 0    | 0    | 0    |
| Kecelakaan Kerja / Work Accidents             | Orang / Person(s) | 7    | 11   | 7    |
| Kematian / Fatality                           | Orang / Person(s) | 0    | 2    | 0    |

| Uraian / Description                                                                                                  | Satuan / Unit | 2024      | 2023      | 2022      |
|-----------------------------------------------------------------------------------------------------------------------|---------------|-----------|-----------|-----------|
| Jumlah jam kerja aman* / Safe working hours*                                                                          | Jam / Hours   | 3.140.560 | 5.677.549 | 8.888.040 |
| Lost Time Injury Frequency Rate (LTIFR) Pekerja Organik / Lost Time Injury Frequency Rate (LTIFR) for Organic Workers | LTIFR         | 0,10      | 0,14      | 0,12      |
| Lost Time Injury Frequency Rate (LTIFR) Outsource                                                                     | LTIFR         | 0,04      | 0,29      | 0,00      |

- \*) Perhitungan jam kerja aman dilakukan terhadap hari kerja yang bebas dari kejadian kecelakaan kerja setiap tahun. Apabila terjadi kecelakaan kerja pada tahun berjalan, maka perhitungan jam kerja aman di reset dari tanggal kejadian kecelakaan terakhir hingga tanggal akhir tahun berjalan. Hasil yang disampaikan dalam tabel diatas adalah perhitungan rata-rata jam kerja aman dalam tiap tahunnya. Jumlah jam kerja aman dipengaruhi oleh kondisi pandemi yang terjadi di tahun 2021-2022 dimana operasional KA menjadi lebih sedikit dibandingkan di tahun 2023, serta pada tahun 2023 juga mulai ada penambahan jumlah pekerja dibandingkan tahun sebelumnya. / The calculation of safe working hours is based on workdays free from work accidents each year. If a work accident occurs during the year, the calculation of safe working hours is reset from the date of the last accident until the end of the current year. The results presented in the table above are the average calculation of safe working hours each year. The number of safe working hours was influenced by the pandemic conditions in 2021-2022, where train operations were reduced compared to 2023. Additionally, in 2023, there was an increase in the number of employees compared to the previous year.

-) Penghitungan Kecelakaan Kerja berdasarkan 1.000.000 jam kerja. / Calculation of Work Accidents based on 1,000,000 working hours

### Partisipasi, Konsultasi, dan Komunikasi pekerja Tentang Keselamatan dan Kesehatan Kerja [GRI 403-4]

Sebagai upaya kepatuhan terhadap peraturan perundangan dan implementasi Sistem Manajemen Keselamatan Perkeretaapian (SMKP) yang terintegrasi dengan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), Perseroan telah membentuk Komite Keselamatan, sesuai dengan Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor: SK.U/KO.101/I/2/RA-2024 Tentang Perubahan Atas Keputusan Direksi Nomor SK.U/KO.101/IV/1/KA/2020 Tentang Pembentukan Komite Keselamatan Tingkat Pusat. Komite Keselamatan terdiri dari Ketua, Sekretaris, dan Anggota yang merupakan perwakilan pekerja yang ditunjuk.

Komite Keselamatan berperan penting dalam mendorong seluruh karyawan untuk berkontribusi aktif dalam implementasi, evaluasi, serta sosialisasi K3. Komite Keselamatan ini secara umum bertugas sebagai fasilitator dalam implementasi aspek keselamatan perkeretaapian, keselamatan dan kesehatan kerja serta lingkungan hidup di seluruh wilayah kerja KAI baik di Daerah Operasi (Daop), Divisi Regional (Divre) ataupun Balai Yasa. Setiap bulan Komite Keselamatan secara rutin melaksanakan pertemuan guna membahas isu terkait keselamatan pada wilayah-wilayah tersebut. Bila terdapat permasalahan yang tidak dapat diputuskan pada tingkat Komite Keselamatan Daop, Divre, dan Balai Yasa akan disampaikan kepada Direktur Keselamatan dan Keamanan untuk selanjutnya dibahas pada Rapat Komite Keselamatan Tingkat Pusat. Pada tahun 2024 Komite Keselamatan Tingkat Pusat telah rutin menyelenggarakan rapat setiap bulan sebanyak 12 kali, dihadiri oleh DU, D2, D3, D5 beserta jajaran EVP, VP dari direktorat lainnya

### Employee Participation, Consultation, and Communication on Occupational Health and Safety [GRI 403-4]

As an effort to comply with laws and regulations and the implementation of the Railway Safety Management System (SMKP) which is integrated with the Occupational Safety and Health Management System (SMK3), the Company has formed a Safety Committee, in accordance with the Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: SK.U/KO.101/I/2/RA-2024 concerning Amendments to the Decree of the Board of Directors Number SK.U/KO.101/IV/1/KA/2020 concerning the Establishment of the Central Safety Committee. The Safety Committee consists of a Chairperson, Secretary, and Members who are appointed employee representatives.

The Safety Committee plays a crucial role in encouraging all employees to actively contribute to the implementation, evaluation, and dissemination of OHS. This Safety Committee generally serves as a facilitator in the implementation of aspects of railway safety, occupational safety and health and the environment throughout KAI's work areas, both in the Operational Area (Daop), Regional Division (Divre) or Balai Yasa. Every month the Safety Committee routinely holds meetings to discuss issues related to safety in these areas. If there are problems that cannot be resolved at the Daop, Divre, and Balai Yasa Safety Committee levels, they will be submitted to the Director of Safety and Security to be further discussed at the Central Safety Committee Meeting. In 2024, the Central Safety Committee has routinely held 12 monthly meetings, attended by DU, D2, D3, D5 along with EVPs, VPs from other directorates.

### Pelatihan Pekerja Mengenai Keselamatan dan Kesehatan Kerja [GRI 403-5]

Untuk meningkatkan kualitas Keselamatan dan Kesehatan Kerja (K3), KAI menyelenggarakan program pengembangan kompetensi untuk pekerja berupa mengikuti pelatihan internal dan pelatihan sertifikasi khusus yang bekerja sama dengan Lembaga Pelatihan eksternal bagi pekerja. Untuk pelatihan internal, KAI memberikan pelatihan materi K3. Materi ini wajib dikuasai pada penyelenggaraan pelatihan di Training Center KAI. Pada pelatihan sertifikasi khusus, KAI bekerja sama dengan Lembaga Pelatihan/ Sertifikasi eksternal yang sudah mendapatkan penunjukan dari Kementerian Ketenagakerjaan, Badan Nasional Sertifikasi Profesi (BNSP), dan lainnya sesuai kebutuhan. Pada tahun 2024 pelatihan K3 yang diberikan diuraikan pada tabel berikut:

### Employee Training on Occupational Health and Safety [GRI 403-5]

To improve the quality of Occupational Health and Safety (OHS), KAI conducts competency development programs for employees in the form of participation in internal training and specialized certification training in collaboration with external training institutions for employees. In internal training, KAI includes OHS material as mandatory content that must be mastered during training sessions at the KAI Training Center. For specialized certification training, KAI collaborates with external Training Institutions that have been appointed by the Ministry of Manpower, the National Professional Certification Agency (BNSP), and others as needed. In 2024, the OHS training provided is described in the following table:

Tabel Pelatihan K3 bagi pekerja

OHS Training Table for Employees

| No. | Judul Pelatihan /<br>Training Title                                                                                                                                         | Tanggal Sosialisasi /<br>Dissemination Dates                  | Tempat /<br>Media                            | Jumlah<br>Peserta /<br>Amount of<br>Participants |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------|--------------------------------------------------|
| 1   | Ahli K3 Umum Sertifikasi BNSP Angkatan I / General OHS Expert BNSP Certification Batch I                                                                                    | 25 November-2 Desember 2024 /<br>November 25-December 2, 2024 | Eksternal (Public) / External (Public)       | 6                                                |
| 2   | Ahli K3 Umum Sertifikasi BNSP Angkatan II / General OHS Expert BNSP Certification Batch II                                                                                  | 27-29 Mei 2024 / May 27-29, 2024                              | Eksternal (Public) / External (Public)       | 2                                                |
| 3   | K3 Kebakaran Kelas D / OHS Class D Fire                                                                                                                                     | 26 Februari-9 Maret 2024 /<br>February 26-March 9, 2024       | Eksternal (Public) / External (Public)       | 2                                                |
| 4   | Pelatihan Ahli K3 UMUM sertifikasi Kemnaker RI Angkatan I / General OHS Expert Training, Ministry of Manpower of the Republic of Indonesia certification, Batch I           | 12-26 Agustus 2024 / August<br>12-26, 2024                    | Eksternal (Public) / External (Public)       | 2                                                |
| 5   | Pelatihan Ahli K3 UMUM sertifikasi Kemnaker RI Angkatan II / General OHS Expert Training, certification by the Ministry of Manpower of the Republic of Indonesia Batch II   | 28 Oktober-9 November 2024 /<br>October 28-November 9, 2024   | Eksternal (Public) / External (Public)       | 15                                               |
| 6   | Pelatihan Ahli K3 UMUM sertifikasi Kemnaker RI Angkatan III / General OHS Expert Training, certification by the Ministry of Manpower of the Republic of Indonesia Batch III | 8-20 Juli 2024 / July 8-20, 2024                              | Eksternal (Public) / External (Public)       | 5                                                |
| 7   | Pelatihan Junior Safety Expert a.k.a Ahli K3 Umum Kemnaker / Junior Safety Expert Training a.k.a General OHS Expert of the Ministry of Manpower                             | 15-27 Juli 2024 / July 15-27, 2024                            | Eksternal (Public) / External (Public)       | 19                                               |
| 8   | Pelatihan Safety Expert a.k.a Ahli K3 Umum Kemnaker / Safety Expert Training a.k.a General OHS Expert of the Ministry of Manpower                                           | 13 Mei-4 Juni 2024 / May 13-June<br>4, 2024                   | Eksternal (Public) / External (Public)       | 16                                               |
| 9   | Sertifikasi Ahli K3 Listrik / Electrical OHS Expert Certification                                                                                                           | 3-8 Juni 2024 / June 3-8, 2024                                | Eksternal (Public) / External (Public)       | 4                                                |
| 10  | Sertifikasi Ahli K3 Muda Konstruksi Angkatan I / Junior OHS Expert Certification in Construction Batch I                                                                    | 24 September-1 Oktober 2024 /<br>September 24-October 1, 2024 | Eksternal (Public) / External (Public)       | 16                                               |
| 11  | Sertifikasi Ahli K3 Muda Konstruksi Angkatan II / Junior OHS Expert Certification in Construction Batch II                                                                  | 11-16 November 2024 / November<br>11-16, 2024                 | Eksternal (Public) / External (Public)       | 10                                               |
| 12  | Sertifikasi Ahli K3 Muda Konstruksi Angkatan IV / Junior OHS Expert Certification in Construction Batch IV                                                                  | 19-20 Februari 2024 / February<br>19-20, 2024                 | Eksternal (Public) / External (Public)       | 2                                                |
| 13  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan I                                                                                                                       | 19-20 Februari 2024 / February<br>19-20, 2024                 | Pusdiklat / Education and<br>Training Center | 15                                               |
| 14  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan II / OHS Technician Working at Height Level 1 Batch II                                                                  | 10-11 September 2024 /<br>September 10-11, 2024               | Pusdiklat / Education and<br>Training Center | 15                                               |
| 15  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan III / OHS Technician Working at Height Level 1 Batch III                                                                | 10-11 September 2024 /<br>September 10-11, 2024               | Pusdiklat / Education and<br>Training Center | 14                                               |
| 16  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan IV / OHS Technician Working at Height Level 1 Batch IV                                                                  | 4-5 November 2024 / November<br>4-5, 2024                     | Pusdiklat / Education and<br>Training Center | 15                                               |
| 17  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan IX / OHS Technician Working at Height Level 1 Batch IX                                                                  | 11-12 September 2024 /<br>September 11-12, 2024               | Pusdiklat / Education and<br>Training Center | 20                                               |

| No. | Judul Pelatihan /<br>Training Title                                                                                 | Tanggal Sosialisasi /<br>Dissemination Dates                  | Tempat /<br>Media                            | Jumlah<br>Peserta /<br>Amount of<br>Participants |
|-----|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------|--------------------------------------------------|
| 18  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan V /<br>OHS Technician Working at Height Level 1 Batch V         | 11-12 September 2024 /<br>September 11-12, 2024               | Pusdiklat / Education and<br>Training Center | 8                                                |
| 19  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan VI /<br>OHS Technician Working at Height Level 1 Batch VI       | 12-13 September 2024 /<br>September 12-13, 2024               | Pusdiklat / Education and<br>Training Center | 10                                               |
| 20  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan VII /<br>OHS Technician Working at Height Level 1 Batch VII     | 24-25 Oktober 2024 / October<br>24-25, 2024                   | Pusdiklat / Education and<br>Training Center | 14                                               |
| 21  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan VIII /<br>OHS Technician Working at Height Level 1 Batch VIII   | 4-5 November 2024 / November<br>4-5, 2024                     | Pusdiklat / Education and<br>Training Center | 18                                               |
| 22  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan X /<br>OHS Technician Working at Height Level 1 Batch X         | 7-8 November 2024 / November<br>7-8, 2024                     | Pusdiklat / Education and<br>Training Center | 10                                               |
| 23  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XI /<br>OHS Technician Working at Height Level 1 Batch XI       | 7-8 November 2024 / November<br>7-8, 2024                     | Pusdiklat / Education and<br>Training Center | 20                                               |
| 24  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XII /<br>OHS Technician Working at Height Level 1 Batch XII     | 11-12 November 2024 / November<br>11-12, 2024                 | Pusdiklat / Education and<br>Training Center | 20                                               |
| 25  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XIII /<br>OHS Technician Working at Height Level 1 Batch XIII   | 11-12 November 2024 / November<br>11-12, 2024                 | Pusdiklat / Education and<br>Training Center | 15                                               |
| 26  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XIV /<br>OHS Technician Working at Height Level 1 Batch XIV     | 14-15 November 2024 / November<br>14-15, 2024                 | Pusdiklat / Education and<br>Training Center | 16                                               |
| 27  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XV /<br>OHS Technician Working at Height Level 1 Batch XV       | 28-29 November 2024 /<br>November 28-29, 2024                 | Pusdiklat / Education and<br>Training Center | 15                                               |
| 28  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XVI /<br>OHS Technician Working at Height Level 1 Batch XVI     | 30 November-1 Desember 2024 /<br>November 30-December 1, 2024 | Pusdiklat / Education and<br>Training Center | 20                                               |
| 29  | Teknisi K3 Bekerja pada Ketinggian Level 1 Angkatan XVII /<br>OHS Technician Working at Height Level 1 Batch XVII   | 21-23 Februari 2024 / February<br>21-23, 2024                 | Pusdiklat / Education and<br>Training Center | 20                                               |
| 30  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan I /<br>OHS Technician Working at Height Level 2 Batch I         | 21-23 Februari 2024 / February<br>21-23, 2024                 | Pusdiklat / Education and<br>Training Center | 15                                               |
| 31  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan II /<br>OHS Technician Working at Height Level 2 Batch II       | 27-28 Februari 2024 / February<br>27-28, 2024                 | Pusdiklat / Education and<br>Training Center | 15                                               |
| 32  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan III /<br>OHS Technician Working at Height Level 2 Batch III     | 27-28 Februari 2024 / February<br>27-28, 2024                 | Pusdiklat / Education and<br>Training Center | 14                                               |
| 33  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan IV /<br>OHS Technician Working at Height Level 2 Batch IV       | 30 September-2 Oktober 2024 /<br>September 30-October 2, 2024 | Pusdiklat / Education and<br>Training Center | 13                                               |
| 34  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan IX /<br>OHS Technician Working at Height Level 2 Batch IX       | 12-13 September 2024 /<br>September 12-13, 2024               | Pusdiklat / Education and<br>Training Center | 11                                               |
| 35  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan V /<br>OHS Technician Working at Height Level 2 Batch V         | 17-19 September 2024 /<br>September 17-19, 2024               | Pusdiklat / Education and<br>Training Center | 12                                               |
| 36  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan VI /<br>OHS Technician Working at Height Level 2 Batch VI       | 17-19 September 2024 /<br>September 17-19, 2024               | Pusdiklat / Education and<br>Training Center | 12                                               |
| 37  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan VII /<br>OHS Technician Working at Height Level 2 Batch VII     | 30 September-2 Oktober 2024 /<br>September 30-October 2, 2024 | Pusdiklat / Education and<br>Training Center | 12                                               |
| 38  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan VIII /<br>OHS Technician Working at Height Level 2 Batch VIII   | 2-4 Oktober 2024 / October 2-4,<br>2024                       | Pusdiklat / Education and<br>Training Center | 11                                               |
| 39  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan X /<br>OHS Technician Working at Height Level 2 Batch X         | 2-4 Oktober 2024 / October 2-4,<br>2024                       | Pusdiklat / Education and<br>Training Center | 11                                               |
| 40  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XI /<br>OHS Technician Working at Height Level 2 Batch XI       | 4-6 Oktober 2024 / October 4-6,<br>2024                       | Pusdiklat / Education and<br>Training Center | 11                                               |
| 41  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XII /<br>OHS Technician Working at Height Level 2 Batch XII     | 4-6 Oktober 2024 / October 4-6,<br>2024                       | Pusdiklat / Education and<br>Training Center | 12                                               |
| 42  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XIII /<br>OHS Technician Working at Height Level 2 Batch XIII   | 16-18 Oktober 24 / October 16-18,<br>2024                     | Pusdiklat / Education and<br>Training Center | 11                                               |
| 43  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XIV /<br>OHS Technician Working at Height Level 2 Batch XIV     | 18-20 Oktober 2024 / October<br>18-20, 2024                   | Pusdiklat / Education and<br>Training Center | 15                                               |
| 44  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XV /<br>OHS Technician Working at Height Level 2 Batch XV       | 20-22 Oktober 2024 / October<br>20-22, 2024                   | Pusdiklat / Education and<br>Training Center | 15                                               |
| 45  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XVI /<br>OHS Technician Working at Height Level 2 Batch XVI     | 22-24 Oktober 2024 / October<br>22-24, 2024                   | Pusdiklat / Education and<br>Training Center | 15                                               |
| 46  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XVII /<br>OHS Technician Working at Height Level 2 Batch XVII   | 22-24 Oktober 2024 / October<br>22-24, 2024                   | Pusdiklat / Education and<br>Training Center | 15                                               |
| 47  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XVIII /<br>OHS Technician Working at Height Level 2 Batch XVIII | 24-26 Oktober 2024 / October<br>24-26, 2024                   | Pusdiklat / Education and<br>Training Center | 15                                               |
| 48  | Training Auditor SMK3 Sertifikasi KEMNAKER / OHSMS<br>Auditor Training Certification of Ministry of Manpower        | 07 Oktober 2024 / October 07,<br>2024                         | Eksternal (Public) / External<br>(Public)    | 8                                                |

### Pencegahan dan Mitigasi Dampak-Dampak Keselamatan dan Kesehatan Kerja yang Secara Langsung Terkait Hubungan Bisnis [GRI 403-7]

Untuk mewujudkan pengelolaan risiko yang efektif dan efisien, KAI mengimplementasikan proses Identifikasi Bahaya, Penilaian dan Pengendalian Risiko Keselamatan (IBPR). Dengan menerapkan IBPR, KAI dapat melakukan upaya preventif dan mitigasi terhadap risiko keselamatan, yang mencakup risiko kecelakaan kereta api, kecelakaan kerja, penyakit akibat kerja, dan pencemaran lingkungan hidup.

IBPR telah diterapkan pada seluruh Daerah Operasional (Daop), Divisi Regional (Divre) dan Balai Yasa Sarana. Hasil IBPR yang dilakukan pada level unit, kemudian dibahas secara rutin setiap bulan di dalam Rapat Komite Keselamatan Tingkat Daerah, untuk dilaporkan kepada Direktorat Keselamatan dan Keamanan. Proses IBPR diterapkan secara terintegrasi ke dalam sistem Manajemen Risiko Terpadu (Enterprise Risk Management) yang difasilitasi melalui aplikasi Sistem Manajemen Risiko Terpadu Kereta Api (SMARTKA). Untuk menjaga kinerja operasional berjalan baik, KAI terus-menerus melakukan pengembangan terhadap proses IBPR yang dilakukan melalui evaluasi dan perbaikan secara berkesinambungan, sehingga pengelolaan risiko keselamatan dapat berjalan optimal.

### Pelatihan dan Pengembangan Kemampuan Pegawai [OJK F.22][GRI 404]

Sebagai wujud pemenuhan hak bagi pekerja untuk dapat mengembangkan kompetensi sekaligus untuk meningkatkan produktivitas kinerja pekerja, KAI menyelenggarakan program pelatihan dan pengembangan kemampuan pekerja. Secara periodik, KAI melaksanakan kegiatan pelatihan dan pendidikan pekerja, yang diharapkan mampu menghadirkan SDM yang unggul dan kompetitif sekaligus mendukung upaya peningkatan kualitas pelayanan bagi pelanggan, hubungan kerja dengan mitra usaha, serta hubungan baik dengan masyarakat.

Program pengembangan kompetensi bagi pekerja yang dirancang dan dilaksanakan oleh KAI sejalan dengan pencapaian visi dan misi Perseroan tahun 2020-2024, dan mengakomodir talenta baru bagi Perseroan. Untuk mengoptimalkan pelaksanaan program pengembangan kompetensi KAI memiliki Divisi Training & Education yang

### Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked by Business Relationships [GRI 403-7]

To realize effective and efficient risk management, KAI implements the Hazard Identification, Risk Assessment, and Safety Risk Control (IBPR) process. By implementing IBPR, KAI can take preventive and mitigation measures against safety risks, which include railway accidents, occupational accidents, work-related illnesses, and environmental pollution.

IBPR is applied across all Operational Areas (Daop), Regional Divisions (Divre), and Balai Yasa Sarana. The results of the IBPR conducted at the unit level are routinely discussed monthly in the Regional Safety Committee Meetings and reported to the Directorate of Safety and Security. The IBPR process is integrated into the Enterprise Risk Management (ERM) system, facilitated through the Integrated Railway Risk Management System (SMARTKA) app. KAI is committed to continuously implementing and developing the IBPR process through ongoing evaluation and improvement to ensure that safety risk prevention, mitigation, and management are carried out optimally.

### Employee Training and Development [OJK F.22][GRI 404]

As a form of fulfillment of employees' rights to be able to develop their competencies as well as to increase employee performance productivity, KAI organizes employee training and development programs. KAI periodically conducts employee training and education activities, which are expected to be able to produce superior and competitive human resources while supporting the improvement of service quality for customers, fostering working relationships with business partners, and maintaining good relations with the community.

The competency development program for employees designed and implemented by KAI is in line with the achievement of the Company's vision and mission for 2020-2024, and accommodates new talents for the Company. To optimize the implementation of the competency development program, KAI has a Training & Education Division that has



bertransformasi menjadi KAI Corporate University. Divisi ini bertanggung jawab dalam mengelola perencanaan, pengendalian, dan evaluasi pelaksanaan program, hingga merencanakan materi pendidikan dan pelatihan. Selain itu, divisi ini bertugas memelihara fasilitas program, menyusun standarisasi kualitas dan sertifikasi/ pengujian SDM sesuai kebutuhan Perseroan, serta melakukan pengelolaan pengembangan pegawai.

Sebagai pemenuhan hak asasi manusia dan menciptakan kualitas SDM yang berkarakter, KAI memberikan kesempatan yang sama kepada seluruh pekerja (100%) untuk mengikuti pengembangan kompetensi tanpa adanya diskriminasi apapun termasuk latar belakang mereka.

Program pelatihan dan pengembangan kompetensi pekerja dilakukan berdasarkan ketentuan internal berupa Keputusan Direksi PT Kereta Api Indonesia (Persero) tentang Petunjuk Pelaksanaan Sistem Pengembangan Karier. Berdasarkan ketentuan tersebut, pengembangan karier di dalam organisasi KAI diterapkan melalui program pendidikan dan pelatihan (Diklat), yang terdiri dari Diklat Pembentukan, Diklat Profesional, dan Diklat Manajerial. Upaya ini merupakan wujud upaya KAI dalam memberikan kesempatan yang transparan dan setara bagi seluruh pekerja (100%) untuk dapat mengisi berbagai posisi jabatan, melalui sistem promosi, jenjang karier, serta jalur pengembangan karier yang dievaluasi secara objektif berdasarkan kompetensi yang dimiliki.

### **Kebijakan dan Pelaksanaan Pengembangan Kompetensi [GRI 3-3, 404-2]**

Perseroan telah melakukan penyesuaian terhadap model kompetensi yang diterapkan untuk pekerja KAI, sebagai upaya menyesuaikan perkembangan peran SDM dan perubahan tantangan yang dihadapi. Hal ini dilakukan untuk mendukung tercapainya visi dan misi Perseroan, sejalan dengan pencapaian Rencana Jangka Panjang Perusahaan (RJPP) tahun 2020-2024. Di samping itu, penyesuaian model kompetensi dilakukan untuk mengakomodasi kapabilitas baru di dalam struktur organisasi Perseroan. Model Kompetensi KAI tersebut diberlakukan berdasarkan Peraturan Direksi PER.U/ KH.503/IX/1/KA-2021 tentang Kamus dan Profil Kompetensi.

Model Kompetensi KAI meliputi kompetensi yang bersifat non-teknis (*soft-competency*) dan teknis (*hard-competency*). Kompetensi non-teknis mengacu pada kompetensi yang berkaitan dengan kemampuan mengelola proses pekerjaan,

transformed into KAI Corporate University. This division is responsible for managing the planning, control, and evaluation of program implementation, including planning educational and training materials. In addition, this division is responsible for maintaining program facilities, preparing quality standards and HR certification/testing according to the Company's needs, and managing employee development.

As a fulfillment of human rights and to create quality human resources with character, KAI provides equal opportunities for all employees (100%) to develop their competencies without any discrimination, including based on their background.

The employee training and competency development programs are conducted based on internal regulations, specifically the Board of Directors Resolution of PT Kereta Api Indonesia (Persero) regarding the Implementation Guidelines for the Career Development System. According to these regulations, career development within KAI is implemented through education and training programs (Diklat), which include Formation Training, Professional Training, and Managerial Training. This is KAI's effort to provide transparent and equal opportunities for all (100%) employees to fill various positions through a promotion system, career paths, and career development tracks that are objectively evaluated based on their competencies.

### **Competency Development Policy and Implementation [GRI 3-3, 404-2]**

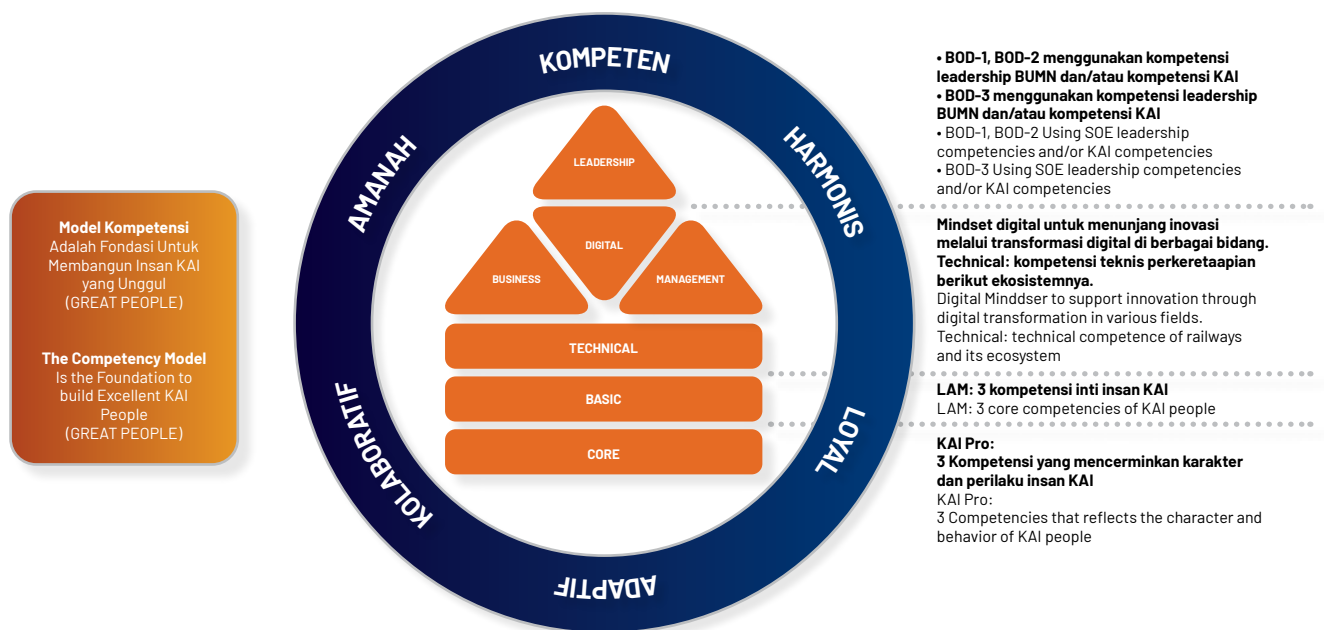
The Company has adjusted the competency model applied to KAI employees, as the role of human resources evolves and new challenges arise, which is carried out to support the achievement of the Company's vision and mission, in line with the Long-Term Corporate Plan (RJPP) for 2020-2024. Moreover, the adjustment to the competency model is made to accommodate new capabilities within the Company's organizational structure. The KAI Competency Model is implemented based on the Director's Regulation PER.U/ KH.503/IX/1/KA-2021 concerning the Competency Dictionary and Profiles.

The KAI Competency Model includes both non-technical (*soft-competency*) and technical (*hard-competency*) competencies. Non-technical competencies refer to skills related to managing work processes, interpersonal relationships,

mengelola hubungan antarmanusia, serta membangun interaksi dengan orang lain, terdiri dari *Basic*, *Core*, dan *Leadership*. Sementara kompetensi teknis merupakan keterampilan teknis yang melekat atau dibutuhkan untuk profesi/posisi tertentu, terdiri dari *Technical*, *Business*, *Digital*, dan *Management*. Berikut penjelasan mengenai Model Kompetensi KAI:

and building interactions with others, and are categorized into Basic, Core, and Leadership. Technical competencies involve the specific skills required for particular professions/positions and are divided into Technical, Business, Digital, and Management. An explanation of the KAI Competency Model can be seen in the following illustration:

Model Kompetensi KAI Tahun 2021 / KAI Competency Model for 2021



## Referensi

Peraturan Direksi Nomor PER.U/KH.503/III/2/KA-2021 tentang perubahan atas Peraturan Direksi Nomor PER.U/KH.503/I/1/KA-2018 tentang Kamus Kompetensi.

AKHLAK: Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif

Model kompetensi tersebut menjadi dasar untuk penyusunan profil kompetensi jabatan, dimana setiap profil kompetensi jabatan terdiri dari 7 (tujuh) bagian kompetensi, yaitu *Core*, *Basic*, *Technical*, *Business*, *Digital*, *Management*, dan *Leadership*.

## Reference

Board of Directors Regulation Number PER.U/KH.503/III/2/KA-2021 concerning amendments to Directors Regulation Number PER.U/KH.503/I/1/KA-2018 concerning Competency Dictionary.

AKHLAK: Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative

The competency model serves as the foundation for developing job competency profiles, where each job competency profile consists of 7 competency areas: Core, Basic, Technical, Business, Digital, Management, and Leadership.

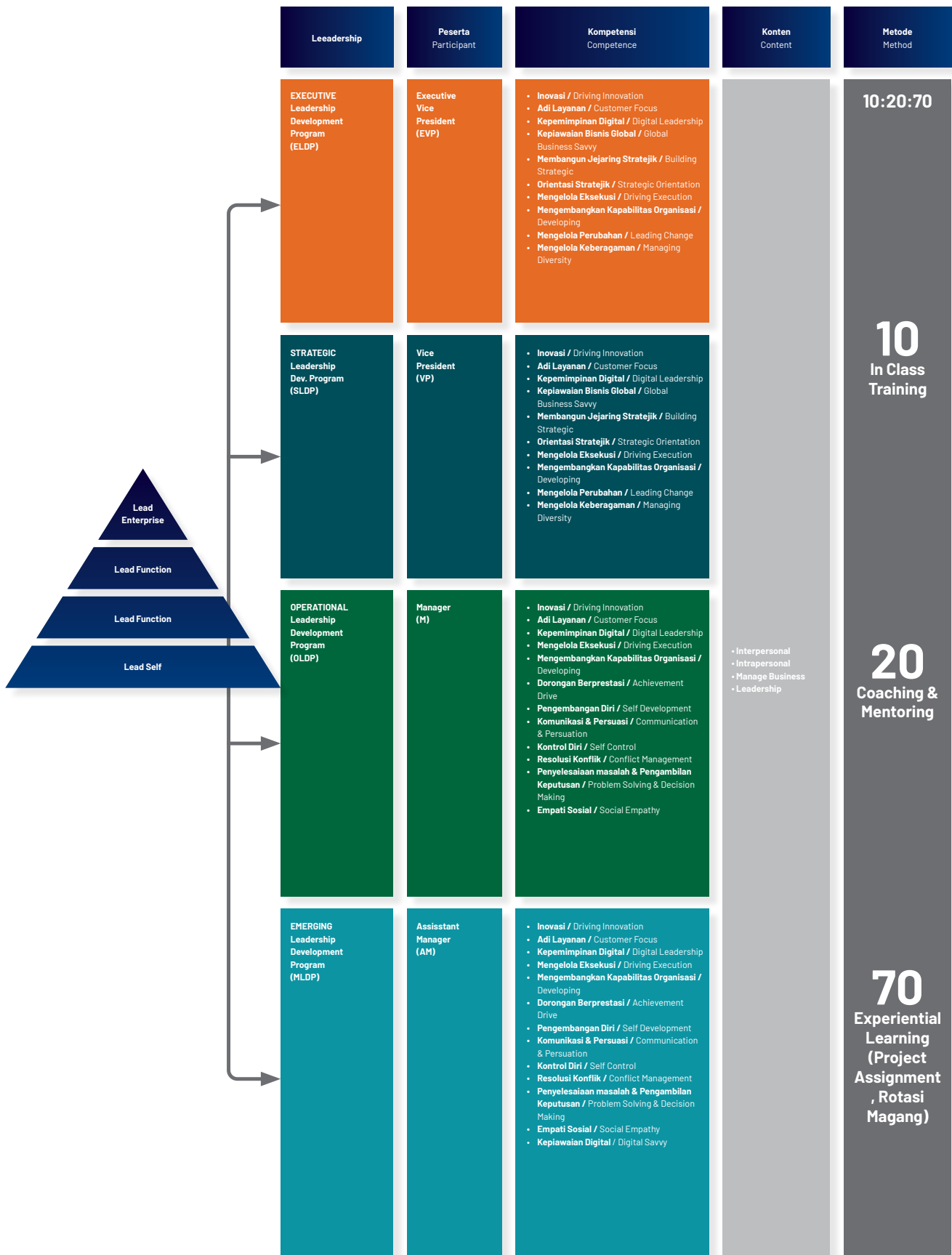
| CORE                                                                                                                                      | BASIC                                                                                                                                      | TECHNICAL                                                                                                                                                             | HARD                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                                                                                                                                                                          | LEADERSHIP                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CAPACITY BUILDING (KIPRO + AKHLAK)                                                                                                        | IAM(Modul Integrity, Service Excellence, Safety & Health Oriented)<br>• Service Excellence<br>• Health<br>• Safety<br>• Security Induction | • Operation<br>• Rolling Stock Maintenance Management<br>• Quality Controller<br>• Signalling, Telecommunication and Electricity<br>• Track & Bridge<br>• Engineering | <b>BUSINESS</b><br>• Strategic Plan & Business Development<br>• Management Transformation<br>• Fundamental Marketing<br>• Strategic Marketing<br>• Feasibility Study<br>• Customer Relationship Management<br>• Hospitality<br>• Business Analytics<br>• Negotiation Skill<br>• Designing Business Model | <b>MANAGEMENT</b><br>• Governance, Risk, & Compliance<br>• Supply Chain<br>• Relationship Management<br>• Finance & Accounting<br>• Human Capital<br>• Health, Safety, & Environment<br>• Corporate Affair<br>• Project Management & Research<br>• Building & Conservation | <b>DIGITALIZATION</b><br>• Digital Transformation<br>• Digital Disruption<br>• Data Analytics<br>• Artificial Intelligence<br>• Digital Marketing<br>• Digital Operation | ELDP (Executive Leadership Dev. Program)<br><br>SLDP (Strategic Leadership Dev. Program)<br><br>OLDP (Operational Leadership Dev. Program)<br><br>MLDP (Emerging Leadership Development Program) |
|                                                                                                                                           | INDUCTION PROGRAM                                                                                                                          |                                                                                                                                                                       | <b>Regulation Mandatory Certification:</b><br>1. Railways:<br>• Train Crew<br>• Inspector & Checker<br>• Maintenance<br>2. Non-Railways:<br>• Audit<br>• HC & Health<br>• IT<br>• Safety<br>• Other Functions                                                                                            |                                                                                                                                                                                                                                                                            |                                                                                                                                                                          | Talent Development                                                                                                                                                                               |
| CORPORATE LEARNING DEVELOPMENT                                                                                                            |                                                                                                                                            |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                            |                                                                                                                                                                          |                                                                                                                                                                                                  |
| KAI Value: Amanah / Trustworthy - Kompeten / Competent - Harmonis / Harmonious - Loyal - Adaptif / Adaptive - Kolaboratif / Collaborative |                                                                                                                                            |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                            |                                                                                                                                                                          |                                                                                                                                                                                                  |

#### Learning Development System and Program

- **Core** merupakan program pengembangan utama untuk membentuk karakter seluruh insan KAI yang kolaboratif, inovatif, dan proaktif.
- **Basic** merupakan program pengembangan untuk membekali pekerja terkait dengan kompetensi dasar yang harus dimiliki oleh seluruh insan KAI (Integritas, Adiguna Layanan, Mengutamakan Keselamatan).
- **Technical** merupakan program pengembangan untuk meningkatkan keahlian melalui pemenuhan kompetensi teknik railway dan ekosistemnya.
- **Business** merupakan program pengembangan untuk mendukung bisnis perusahaan dalam mewujudkan visi misi perusahaan melalui pemenuhan kompetensi teknik terkait bisnis.
- **Management** merupakan program pengembangan untuk memaksimalkan fungsi jabatan melalui pemenuhan kompetensi yang mendukung fungsi pekerjaannya atau jabatan.
- **Digital** merupakan program pengembangan dalam menghadapi tantangan di era digitalisasi melalui pemenuhan kompetensi digitalisasi.
- **Leadership** merupakan program pengembangan untuk menyiapkan pimpinan Perseroan yang bisa bersaing dengan BUMN lain melalui pemenuhan kompetensi leadership bagi para pimpinan.

#### Learning Development System and Program

- **Core** is the main development program aimed at shaping the character of all KAI personnel to be collaborative, innovative, and proactive.
- **Basic** is a development program designed to equip workers with fundamental competencies required by all KAI personnel (Integrity, Service Excellence, Prioritizing Safety).
- **Technical** is a development program focused on enhancing expertise through the fulfillment of railway technical competencies and its ecosystem.
- **Business** is a development program designed to support the company's business in achieving its vision and mission through the fulfillment of technical competencies related to the business.
- **Management** is a development program aimed at maximizing job functions through the fulfillment of competencies that support job roles or positions.
- **Digital** is a development program designed to address challenges in the era of digitalization through the fulfillment of digital competencies.
- **Leadership** is a development program designed to prepare the Company's leaders to compete with other state-owned enterprises (SOEs) by fulfilling leadership competencies for executives.



Model pengembangan yang diimplementasikan oleh KAI dilakukan secara individual maupun kelompok. Secara individual, pekerja diberikan program pengembangan sesuai Prinsip 70:20:10, dengan penjelasan sebagai berikut:

- Prinsip 70 dimana pekerja setiap tahun akan dilakukan rotasi dan diberikan *project assignment* khusus.
- Prinsip 20 dimana pekerja akan diberikan pendampingan dari *coach* internal dan eksternal.
- Prinsip 10 dimana pekerja akan diberikan pelatihan dan pengembangan sesuai *Learning Development System* di atas.

Sementara secara kelompok, pekerja mendapatkan program pengembangan terintegrasi sesuai Model Kompetensi KAI.

The development model implemented by KAI is carried out both individually and in groups. Individually, employees are provided with development programs based on the 70:20:10 Principle, with the following description:

- 70 Principle Employees will undergo rotation and be assigned special projects each year.
- 20 Principle Employees will receive coaching from internal and external coaches.
- 10 Principle Employees will receive training and development according to the Learning Development System outlined above.

Meanwhile, in groups, employees receive integrated development programs according to the KAI Competency Model.

Berikut ini adalah daftar pelatihan pekerja terkait aspek keberlanjutan selama tahun 2024:

The following is a list of employee training related to sustainability aspects during 2024:

| No. | Judul Pelatihan / Training Name                                                                                                                                               |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Teknisi K3 Bekerja pada Ketinggian Level 1 / OHS Technician Working at Height Level 1                                                                                         |
| 2   | Teknisi K3 Bekerja pada Ketinggian Level 2 / OHS Technician Working at Height Level 2                                                                                         |
| 3   | <i>Non-Destructive Testing</i> (NDT) Level 2 Angkatan I / <i>Non-Destructive Testing</i> (NDT) Level 2 Batch I                                                                |
| 4   | Relay Proteksi Siprotec 4 Angkatan I / Siprotec 4 Protection Relay Batch I                                                                                                    |
| 5   | Bimtek Perpanjangan SKP Ahli K3 Umum Kemnaker / Technical Guidance for Extension of SKP for General OHS Experts, Ministry of Manpower                                         |
| 6   | Bimtek Perpanjangan SKP Ahli K3 Kebakaran Kemnaker / Technical Guidance for Extension of SKP for Fire OHS Experts, Ministry of Manpower                                       |
| 7   | Bimtek Perpanjangan SKP Ahli Muda K3 Lingkungan Kerja Kemnaker / Technical Guidance for Extension of SKP for Junior OHS Experts in the Work Environment, Ministry of Manpower |
| 8   | Bimtek Perpanjangan SKP Accident Investigation BNSP / Technical Guidance for Extension of SKP for Accident Investigation, National Professional Certification Board           |
| 9   | Bimtek Perpanjangan SKP Safety Inspector BNSP / Technical Guidance for Extension of SKP for Safety Inspector, National Professional Certification Board                       |
| 10  | Teknisi K3 Bekerja pada Ketinggian Level 2 Angkatan XIII / OHS Technician Working at Height Level 2 Batch XIII                                                                |
| 11  | <i>Certified Governance Risk Management Compliance Professional</i> (CGRCP)                                                                                                   |
| 12  | <i>Training Auditor</i> SMK3 Sertifikasi KEMNAKER / OHSMS Auditor Training, Ministry of Manpower Certification                                                                |
| 13  | ISO 27001 (Auditor) Pelatihan & Sertifikasi / ISO 27001 (Auditor) Training & Certification                                                                                    |
| 14  | ISO 37001:2016 (Auditor Internal) / ISO 37001:2016 (Internal Auditor)                                                                                                         |
| 15  | ISO 27701 (Fundamental)                                                                                                                                                       |
| 16  | <i>Awareness</i> ISO 9001:2015 / ISO 9001:2015 Awareness                                                                                                                      |
| 17  | <i>Certified Human Resources Supervisor</i>                                                                                                                                   |
| 18  | <i>Security Induction</i>                                                                                                                                                     |
| 19  | <i>Awareness</i> ISO 30301:2019 / ISO 30301:2019 Awareness                                                                                                                    |
| 20  | <i>Operational Leadership Development Program</i> (OLDP)                                                                                                                      |
| 21  | <i>Safety Leadership</i> Tingkat III (Direksi) / <i>Safety Leadership</i> Level III (Board of Directors)                                                                      |
| 22  | <i>Safety Leadership</i> Tingkat II (EVP/VP) / <i>Safety Leadership</i> Level II (EVP/VP)                                                                                     |
| 23  | <i>Risk Management for Non-Risk Management</i>                                                                                                                                |



| No. | Judul Pelatihan / Training Name                                                                                                                                   |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24  | Human Resources Management for Non-HR                                                                                                                             |
| 25  | Emergency Response Plan                                                                                                                                           |
| 26  | Manajemen Keselamatan Kerja OHSAS 18001 / OHSAS 18001 Occupational Safety Management                                                                              |
| 27  | Corporate Secretary Berbasis GCG / GCG-Based Corporate Secretary                                                                                                  |
| 28  | K3 Listrik + Exam / Electrical OHS + Exam                                                                                                                         |
| 29  | Hiperkes untuk Paramedis / Corporate Hygiene and Occupational Health for Paramedics                                                                               |
| 30  | Pelatihan Ahli K3 UMUM sertifikasi Kemenaker RI / GENERAL OHS Expert Training, Ministry of Manpower of the Republic of Indonesia certification                    |
| 31  | Pelatihan Dasar Pencegahan dan Pengendalian Infeksi di FKTP / Basic Training for Prevention and Control of Infection in Primary Health Care Facilities            |
| 32  | Sertifikasi Ahli K3 Listrik / Electrical OHS Expert Certification                                                                                                 |
| 33  | Sertifikasi Ahli K3 Konstruksi / Construction OHS Expert Certification                                                                                            |
| 34  | Sertifikasi Ahli K3 Umum Kemenaker / General OHS Expert Certification, Ministry of Manpower                                                                       |
| 35  | Sertifikasi Ahli K3 Muda Konstruksi / Junior OHS Expert Certification in Construction                                                                             |
| 36  | Pelatihan dan Sertifikasi Non-Destructive Test (NDT) / Non-Destructive Test (NDT) Training and Certification                                                      |
| 37  | Pelatihan Sintelis untuk para Safety Inspector / Telecommunication and Electrical Signal Training for Safety Inspectors                                           |
| 38  | Pelatihan Safety Leadership Tingkat I (Manager) Angkatan I / Level I Safety Leadership Training (Manager) Batch I                                                 |
| 39  | Safety Champion                                                                                                                                                   |
| 40  | Pelatihan Safety Professional / Professional Safety Training                                                                                                      |
| 41  | Pelatihan Safety Expert a.k.a Ahli K3 Umum Kemnaker / Safety Expert Training a.k.a General OHS Expert, Ministry of Manpower                                       |
| 42  | Pelatihan Junior Safety Expert a.k.a Ahli K3 Umum Kemnaker / Junior Safety Expert Training a.k.a General OHS Expert, Ministry of Manpower                         |
| 43  | Accident Investigation Bersertifikasi BNSP Angkatan I / National Professional Certification Board Certified Accident Investigation Batch I                        |
| 44  | Safety Management Training JR East / JR East Safety Management Training                                                                                           |
| 45  | Training Internal Audit Integrasi QHSE Management System (Auditor) / Internal Audit Training, QHSE Management System Integration (Auditor)                        |
| 46  | Training Safety Inspector Sertifikasi BNSP / Safety Inspector Training, National Professional Certification Board Certification                                   |
| 47  | Emergency Response Plan                                                                                                                                           |
| 48  | Contractor Safety Management System (CSMS) Sertifikasi BNSP / Contractor Safety Management System (CSMS), National Professional Certification Board Certification |
| 49  | Risk Management for Non-Risk Management                                                                                                                           |
| 50  | Security Induction                                                                                                                                                |
| 51  | Human Resources Management for Non-HR                                                                                                                             |
| 52  | Human Capital Basic                                                                                                                                               |
| 53  | K3 Kebakaran Kelas D / OHS Class D Fire                                                                                                                           |
| 54  | Pelatihan Ahli K3 UMUM Sertifikasi Kemenaker RI / GENERAL OHS Expert Training, Ministry of Manpower of the Republic of Indonesia Certification                    |
| 55  | 5R/5S                                                                                                                                                             |
| 56  | Ahli K3 Umum / General OHS Expert                                                                                                                                 |
| 57  | Petugas P3K Tersertifikasi Kemenaker / Ministry of Manpower Certified First Aid Officer                                                                           |
| 58  | Sustainability Governance Workshop For Leader: Building Sustainable Companies                                                                                     |
| 59  | Accident Investigation Bersertifikasi BNSP / National Professional Certification Board Certified Accident Investigation                                           |
| 60  | Sertifikasi Ahli K3 Konstruksi / OHS Construction Expert Certification                                                                                            |

| No. | Judul Pelatihan / Training Name                                                                                                                                                                      |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 61  | <i>Building Sustainable Ventures</i>                                                                                                                                                                 |
| 62  | Multimedia Dasar Angkatan I / Basic Multimedia Batch I                                                                                                                                               |
| 63  | Directorship (Dir AP/BoD-1) - Special Directorship Program (SDP) Angkatan III / Directorship (Dir AP/BoD-1) - Special Directorship Program (SDP) Batch III                                           |
| 64  | <i>Safety Leadership</i> Tingkat II (EVP/VP) Angkatan II / <i>Safety Leadership</i> Level II (EVP/VP) Batch II                                                                                       |
| 65  | <i>Safety Leadership</i> Tingkat II (EVP/VP) Angkatan III / <i>Safety Leadership</i> Level II (EVP/VP) Batch III                                                                                     |
| 66  | <i>Safety Leadership</i> Tingkat II (EVP/VP) Angkatan IV / <i>Safety Leadership</i> Level II (EVP/VP) Batch IV                                                                                       |
| 67  | <i>Safety Leadership</i> Tingkat II (EVP/VP) Angkatan V / <i>Safety Leadership</i> Level II (EVP/VP) Batch V                                                                                         |
| 68  | <i>Safety Leadership</i> Tingkat II (EVP/VP) Angkatan VI / <i>Safety Leadership</i> Level II (EVP/VP) Batch VI                                                                                       |
| 69  | Identifikasi dan Pelaporan Bahaya (Basic Safety Level 1) Angkatan II / Hazard Identification and Reporting (Basic Safety Level 1) Batch II                                                           |
| 70  | Sertifikasi Ahli K3 Muda Konstruksi Angkatan II / Junior OHS Expert Certification in Construction Batch II                                                                                           |
| 71  | Anggota Tim Penyusunan AMDAL Sertifikat BNSP / Member of the Environmental Impact Analysis Preparation Team, National Professional Certification Board Certificate                                   |
| 72  | Penanggung Jawab Operasional Pengelolaan Air Limbah (POPAL) Sertifikasi BNSP / Person in Charge of Wastewater Management Operations (POPAL), National Professional Certification Board Certification |
| 73  | Penanggung Jawab Pengendalian Pencemaran Air (PPPA) Sertifikasi BNSP / Person in Charge of Water Pollution Control (PPPA), National Professional Certification Board Certification                   |
| 74  | <i>Project Management</i>                                                                                                                                                                            |
| 75  | Operator Pengelolaan Limbah B3 (OPLB3) Sertifikasi BNSP / Hazardous Waste Management Operator (OPLB3), National Professional Certification Board Certification                                       |
| 76  | Pemantauan dan Analisis Pengelolaan Limbah B3 (PPLB3) Sertifikasi BNSP / Hazardous Waste Management Monitoring and Analysis (PPLB3), National Professional Certification Board Certification         |
| 77  | <i>Public Speaking</i>                                                                                                                                                                               |
| 78  | Identifikasi dan Pelaporan Bahaya (Basic Safety Level 1) / Hazard Identification and Reporting (Basic Safety Level 1)                                                                                |
| 79  | <i>Safety Leadership</i> Tingkat I (Manager) / <i>Safety Leadership</i> Level I (Manager)                                                                                                            |
| 80  | <i>Training Safety Inspector</i> Sertifikasi BNSP (Unit Operasi) / <i>Training Safety Inspector</i> (Operation Unit), National Professional Certification Board Certification                        |
| 81  | Sertifikasi Ahli K3 Muda Konstruksi / Junior OHS Expert Certification in Construction                                                                                                                |
| 82  | Ahli K3 Umum Sertifikasi BNSP / Junior Construction OHS Expert Certification                                                                                                                         |
| 83  | Sertifikasi Ahli K3 Muda Konstruksi / Junior OHS Expert Certification in Construction                                                                                                                |
| 84  | <i>Managing Conflict at the Workplace</i>                                                                                                                                                            |
| 85  | Ahli K3 Umum Sertifikasi BNSP / General OHS Expert, National Professional Certification Board Certification                                                                                          |
| 86  | Pengelolaan Bahaya dan Risiko Keselamatan (Basic Safety Level 2) / Management of Safety Hazards and Risks (Basic Safety Level 2)                                                                     |
| 87  | <i>Customer Care</i>                                                                                                                                                                                 |
| 88  | GRI (Global Reporting Initiative) <i>Certified Training Course</i>                                                                                                                                   |
| 89  | <i>Environmental, Social, Governance (ESG)</i>                                                                                                                                                       |

#### Jumlah Pekerja yang Mengikuti Pelatihan

#### Number of Employees Attending Training

| Tahun / Year | Program Pelatihan Dalam Negeri / Domestic Training Program | Program Pelatihan Luar Negeri / Overseas Training Program | Jumlah Pegawai yang Mengikuti Pelatihan / Number of Employees Who Attended Training |
|--------------|------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------|
| 2024         | 752                                                        | 9*                                                        | 19.505                                                                              |
| 2023         | 470                                                        | 12                                                        | 12.757                                                                              |
| 2022         | 469                                                        | 1                                                         | 8.523                                                                               |

\*) Termasuk 2 program pelatihan luar negeri untuk Dewan Komisaris dan 5 program pelatihan luar negeri untuk Direksi. / Including 2 overseas training programs for the Board of Commissioners and 5 overseas training programs for the Board of Directors.

### Biaya Pengembangan Kompetensi

Pada tahun 2024 KAI telah menyelenggarakan 815 pelatihan dengan realisasi biaya pengembangan sejumlah Rp44,98 miliar dari anggaran sebesar Rp46,44 miliar. Upaya ini menunjukkan bahwa KAI senantiasa menjaga komitmen KAI untuk mengembangkan kompetensi seluruh SDM sehingga dapat mewujudkan layanan terbaik bagi pelanggan.

### Competency Development Costs

In 2024, KAI organized 815 training sessions, with development costs totaling Rp44.98 billion out of a Rp46.44 billion budget. This effort demonstrates KAI's continued commitment to developing the competencies of all its human resources to deliver the best possible service to customers.

**Tabel Biaya Pengembangan Kompetensi**

| 2024              |                         | 2023              |                         |
|-------------------|-------------------------|-------------------|-------------------------|
| Anggaran / Budget | Realisasi / Realization | Anggaran / Budget | Realisasi / Realization |
| Rp46.441.158.040  | Rp44.985.215.026        | Rp35.650.791.846  | Rp39.463.993.728        |

**Table of Competency Development Costs**

Secara berkala Perseroan melaksanakan evaluasi terhadap pelaksanaan pengembangan kompetensi melalui survei kepuasan terhadap *trainer*, program atau materi pelatihan, hingga fasilitas pelatihan. Perincian hasil evaluasi sebagai berikut:

The Company conducts regularly evaluations of the competency development implementation through surveys on trainer satisfaction, training programs or materials, and training facilities. Details of the evaluation results are as follows:

**Tabel Kepuasan terhadap Trainer**

| No.                 | Nama Balai Pelatihan /<br>Training Center Name                                                                     | Kepuasan Terhadap Trainer /<br>Satisfaction with Trainer |      |
|---------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------|
|                     |                                                                                                                    | 2024                                                     | 2023 |
| 1                   | Balai Pelatihan Teknik Traksi / Tractive Vehicle Engineering Training Center                                       | 3,63                                                     | 3,57 |
| 2                   | Balai Pelatihan Teknik Perkeretaapian / Railways Engineering Training Center                                       | 3,7                                                      | 3,48 |
| 3                   | Balai Pelatihan Operasional & Pemasaran / Operational and Marketing Training Center                                | 3,66                                                     | 3,70 |
| 4                   | Balai Pelatihan Sinyal dan Telekomunikasi Listrik / Signalling, Telecommunication, and Electricity Training Center | 3,72                                                     | 3,63 |
| 5                   | Balai Pelatihan Sriwijaya / Sriwijaya Training Center                                                              | 3,75                                                     | 3,73 |
| 6                   | Balai Pelatihan <i>Leadership, Management, dan Safety</i> / Leadership, Management, and Safety Training Center     | 3,44                                                     | 3,45 |
| Rata-rata / Average |                                                                                                                    | 3,65                                                     | 3,59 |

**Table of Trainer Satisfaction**

**Tabel Kepuasan Program/Materi Pelatihan**

| No.                 | Nama Balai Pelatihan                                                                                               | Kepuasan Program/Materi Pelatihan /<br>Satisfaction with Training Program/<br>Material |      |
|---------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------|
|                     |                                                                                                                    | 2024                                                                                   | 2023 |
| 1                   | Balai Pelatihan Teknik Traksi / Tractive Vehicle Engineering Training Center                                       | 3,41                                                                                   | 3,42 |
| 2                   | Balai Pelatihan Teknik Perkeretaapian / Railways Engineering Training Center                                       | 3,63                                                                                   | 3,45 |
| 3                   | Balai Pelatihan Operasional & Pemasaran / Operational and Marketing Training Center                                | 3,62                                                                                   | 3,63 |
| 4                   | Balai Pelatihan Sinyal dan Telekomunikasi Listrik / Signalling, Telecommunication, and Electricity Training Center | 3,65                                                                                   | 3,67 |
| 5                   | Balai Pelatihan Sriwijaya / Sriwijaya Training Center                                                              | 3,59                                                                                   | 3,69 |
| 6                   | Balai Pelatihan <i>Leadership, Management, dan Safety</i> / Leadership, Management, and Safety Training Center     | 3,4                                                                                    | 3,43 |
| Rata-rata / Average |                                                                                                                    | 3,55                                                                                   | 3,55 |

**Table of Training Program/Material Satisfaction**

Tabel Kepuasan Fasilitas Pelatihan

Table of Training Facilities Satisfaction

| No.                 | Nama Balai Pelatihan /<br>Training Center Name                                                                     | Kepuasan Fasilitas Pelatihan /<br>Satisfaction with Training Facilities |      |
|---------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------|
|                     |                                                                                                                    | 2024                                                                    | 2023 |
| 1                   | Balai Pelatihan Teknik Traksi / Tractive Vehicle Engineering Training Center                                       | 3,41                                                                    | 3,38 |
| 2                   | Balai Pelatihan Teknik Perkeretaapian / Railways Engineering Training Center                                       | 3,59                                                                    | 3,45 |
| 3                   | Balai Pelatihan Operasional & Pemasaran / Operational and Marketing Training Center                                | 3,6                                                                     | 3,63 |
| 4                   | Balai Pelatihan Sinyal dan Telekomunikasi Listrik / Signalling, Telecommunication, and Electricity Training Center | 3,59                                                                    | 3,46 |
| 5                   | Balai Pelatihan Sriwijaya / Sriwijaya Training Center                                                              | 3,57                                                                    | 3,71 |
| 6                   | Balai Pelatihan <i>Leadership, Management, dan Safety</i> / Leadership, Management, and Safety Training Center     | 3,36                                                                    | 3,43 |
| Rata-rata / Average |                                                                                                                    | 3,52                                                                    | 3,52 |

**Rata-Rata Jam Pelatihan Per Tahun Per Pegawai [GRI 404-1]**

KAI menghitung dan mengungkapkan jumlah rata-rata jam pelatihan per tahun per pekerja sebagai bagian dari upaya penerapan keuangan berkelanjutan. Hasil penghitungan tersebut dijadikan dasar dalam melakukan pengembangan program pelatihan untuk tahun selanjutnya. Pada 2024, KAI telah mengikutsertakan sejumlah 19.505 pekerja atau 197% dari total jumlah pekerja yang diprogramkan mengikuti pelatihan sebanyak 9.901. Rata-rata jam pelatihan per karyawan 80,21, dengan rincian rata-rata jam pelatihan mencapai 82,21 jam per pekerja laki-laki per tahun dan 47,17 jam per pekerja perempuan per tahun. KAI terus berupaya evaluasi agar di masa yang mendatang rata-rata jam pelatihan pekerja perempuan dan laki-laki semakin seimbang.

**Average Training Hours Per Year Per Employee [GRI 404-1]**

KAI calculates and discloses the average number of training hours per employee per year as part of its sustainable finance efforts. The results of this calculation will serve as the basis for developing the training program for the following year. In 2024, KAI had enrolled 19,505 workers, or 197% of the total number of workers programmed to participate in 9,901 trainings. The average training hours per employee was 80.21, with an average of 82.21 hours per male worker per year and 47.17 hours per female worker per year. KAI continues to evaluate its efforts to ensure a more balanced average training hours for male and female workers in the future.

Rata-rata Jam Pelatihan Pekerja

Table of Average Employee Training Hours

| Uraian /<br>Description                                                                          | Jumlah Pekerja yang<br>Memperoleh Pelatihan /<br>Training Participants | Jam Pelatihan /<br>Training Hours | Rata-rata Jam Pelatihan<br>Setiap Pekerja per 2024 /<br>Average Training Hours per<br>Employee in 2024 |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------|
| Berdasarkan Jenis Kelamin / By Gender                                                            |                                                                        |                                   |                                                                                                        |
| Laki-laki / Male                                                                                 | 18.580                                                                 | 2.302.376                         | 82,21                                                                                                  |
| Perempuan / Female                                                                               | 925                                                                    | 80.285                            | 47,17                                                                                                  |
| Berdasarkan Kategori Jabatan / By Job Category                                                   |                                                                        |                                   |                                                                                                        |
| EVP/Kepala Divisi dan setingkat / Executive Vice President (EVP)/Head of Division and equivalent | 97                                                                     | 1.867                             | 37,34                                                                                                  |
| VP/Kepala Subdivisi dan setingkat / Vice President (VP)/Head of Subdivision and equivalent       | 343                                                                    | 12.704                            | 69,04                                                                                                  |
| Manager dan setingkat / Manager and equivalent                                                   | 1.029                                                                  | 41.516                            | 49,02                                                                                                  |
| Asisten Manager dan setingkat / Assistant Manager and equivalent                                 | 1.736                                                                  | 105.171                           | 49,31                                                                                                  |
| Supervisor/Specialist dan setingkat / Supervisor/ Specialist and equivalent                      | 3.356                                                                  | 306.644                           | 27,52                                                                                                  |
| Pelaksana/Officer dan setingkat / Staff/Officer and equivalent                                   | 12.944                                                                 | 1.914.759                         | 127,57                                                                                                 |

Keterangan / Note: 1 Jam pelatihan = 45 menit. / 1 hour of training = 45 minutes.

## Pengembalian Investasi Sumber Daya Manusia

Untuk menjaga kelangsungan usaha, KAI berfokus untuk memberikan nilai tambah bagi Perseroan melalui pendekatan yang terintegrasi, terarah, terukur, dan akuntabel melalui penilaian *Return On Investment* (ROI). Dengan demikian, KAI dapat menghitung nilai investasi awal untuk setiap program pengembangan pekerja (*initial investment amount*) dan manfaat yang diterima oleh penerima manfaat (*impact value*) dari investasi tersebut.

## Human Capital Return on Investment

To maintain business continuity, KAI focuses on creating value for the Company with an integrated, targeted, measurable, and accountable approach through a Return On Investment (ROI) assessment. Thus, KAI can calculate the initial investment amount for each employee development program and the impact value received by beneficiaries from that investment.

| Uraian / Description                                                                                           | 2024               | 2023                 | 2022               | 2021               |
|----------------------------------------------------------------------------------------------------------------|--------------------|----------------------|--------------------|--------------------|
| Total Revenue                                                                                                  | Rp36.108.216.958,- | Rp35.106.535.574,-   | Rp25.577.639.010,- | Rp17.916.775.924,- |
| Total Operating Expenses                                                                                       | Rp28.506.823.769   | Rp31.245.733.025,-   | Rp22.205.393.091,- | Rp17.692.357.040,- |
| Jumlah Biaya Terkait Pekerja (Gaji dan Remunerasi) / Total Employee-Related Expenses (Salary and Remuneration) | Rp8.557.046.281,-  | Rp8.508.862.202.00,- | Rp7.238.505.129,-  | Rp6.004.282.385,-  |
| Human Capital ROI                                                                                              | 1,89               | 1,45                 | 1,47               | 1,04               |

## ASPEK SOSIAL-KEMASYARAKATAN

### Dampak Operasi Terhadap Masyarakat Sekitar [OJK F.23] [GRI 3-3, 413-1]

KAI tidak hanya berfokus pada perolehan laba dalam menjalankan kegiatan usahanya. KAI juga berkomitmen untuk menghadirkan nilai positif kepada masyarakat, yang diwujudkan memberikan dukungan bagi peningkatan ekonomi daerah. Aktivitas operasional KAI selama ini diupayakan dapat mendukung aksesibilitas dan mobilitas masyarakat yang semakin tinggi. Untuk itu, aktivitas bisnis KAI berfokus pada terciptanya dampak positif, antara lain percepatan pengembangan wilayah, penyerapan tenaga kerja lokal, penggunaan pemasok lokal, hingga berkontribusi dalam percepatan komunikasi penduduk antar-daerah. Aktivitas operasional KAI juga berkontribusi besar bagi pertumbuhan sektor logistik, seiring semakin mudahnya proses distribusi barang dari produsen menuju pihak konsumen. Sektor lain yang ikut menerima dampak positif adalah sektor pariwisata, karena moda transportasi kereta api mampu memenuhi kebutuhan wisatawan melalui kemudahan akses ke sejumlah destinasi wisata.

KAI berkomitmen untuk tetap hadir sebagai solusi bagi kebutuhan masyarakat sebagai moda transportasi pendukung keterhubungan antar wilayah, dan telah menghadirkan kontribusi signifikan secara sosial dan ekonomi. KAI berupaya untuk dapat terus mendukung perputaran ekonomi masyarakat dengan membangun kolaborasi yang strategis dengan segenap pemangku kepentingan. Seluruh operasi (100%) kami sudah melewati tahapan panjang penilaian

## SOCIAL AND COMMUNITY ASPECTS

### Impact of Operations on Surrounding Communities [OJK F.23] [GRI 3-3, 413-1]

KAI does not only focus on making a profit in carrying out its business activities, but it is also committed to providing positive values to the community, which is realized in providing support for improving regional economic growth. KAI's operational activities have so far been attempted to support increasing accessibility and mobility for the community. Therefore, KAI's operations focus on creating positive impacts, including regional development acceleration, local workforce absorption, the use of local suppliers, and contributing to faster inter-regional communication. KAI's operations also significantly contribute to the growth of the logistics sector, making the distribution process from producers to consumers easier. Another sector benefiting from KAI's operations is tourism, as rail transport meets tourists' needs by providing easy access to various tourist destinations.

KAI is committed to remaining present as a solution to the needs of the community as a mode of transport supporting inter-regional connectivity and has made significant social and economic contributions. KAI strives to continue supporting the community's economic circulation by building strategic collaborations with all stakeholders. All (100%) of our operations have undergone extensive environmental and social assessments approved by the government and



lingkungan dan sosial yang disetujui terutama oleh pemerintah dan masyarakat setempat. Atas dasar itu, seluruh (100%) program Tanggung Jawab Sosial dan Lingkungan (TJSL) kami telah dirancang dan dijalankan sesuai dengan pemetaan sosial yang berfokus kepada masyarakat. **[GRI 413-1]**

Nilai ekonomi yang kami hadirkan bagi pemangku kepentingan dalam bentuk program-program TJSL yang berorientasi mencapai Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*), diwujudkan dalam kegiatan-kegiatan penyaluran manfaat yang terbagi ke dalam aspek ekonomi, sosial, dan lingkungan. Program TJSL KAI antara lain, KAI DungMas (bakti sosial seperti paket sembako dan hewan kurban), KAI Sehat Sejahtera (bantuan peningkatan kesehatan), KAI Edu Friend (peningkatan kualitas dan fasilitas pendidikan), Kolaborasi Bantuan Pendidikan bersama Yayasan BUMN, KAI Pling (bantuan pengembangan prasarana dan sarana umum, pengelolaan sampah, dan penanaman pohon), KAI Sar-I (bantuan sarana ibadah), KAI Go Green (pengelolaan sampah dan penanaman pohon), Mitra KAI (MiKA) Hasanah (sertifikasi halal produk UMK mitra), MiKA Go Global (mengikutsertakan UMK mitra dalam pameran dalam dan luar negeri), MiKA Naik Kelas (pelatihan dan pendampingan UMK mitra), Teras UMK (menyediakan lokasi komersial untuk mitra UMK di lingkungan stasiun), dan Pendanaan UMK.

Meskipun KAI berupaya sungguh-sungguh untuk menerapkan mitigasi risiko, aktivitas operasional KAI menghadirkan dampak negatif terhadap masyarakat sekitar, antara lain terdapatnya perlintasan sebidang jalur kereta api tanpa izin dan/atau tanpa penjaga yang berpotensi menimbulkan kecelakaan atau kemacetan kendaraan akibat pergerakan kendaraan dari dan menuju stasiun. Kereta api memiliki jalur tersendiri dan tidak dapat berhenti secara tiba-tiba, sehingga masyarakat pengguna jalan harus mendahulukan perjalanan KA saat melalui perlintasan sebidang. Hal tersebut sesuai UU Nomor 23 Tahun 2007 tentang Perkeretaapian dan UU Nomor 22 Tahun 2009 tentang Lalu Lintas dan Angkutan Jalan. Berbeda dengan transportasi darat pada umumnya, kereta api memiliki karakteristik yang secara teknis tidak dapat berhenti secara mendadak. Atas dasar itu, KAI selalu mengimbau masyarakat agar lebih waspada dan berhati-hati sebelum melewati perlintasan sebidang. Perlintasan sebidang ialah area antara jalan dan jalur rel kereta api yang berada pada bidang tanah yang sama. Faktor-faktor yang menyebabkan kereta api tidak dapat mengerem mendadak adalah sebagai berikut:

#### 1. Panjang dan Berat Rangkaian Kereta Api

Semakin panjang dan berat rangkaiannya, maka jarak yang dibutuhkan kereta api untuk dapat benar-benar berhenti

local communities. On that basis, all (100%) of our Social and Environmental Responsibility (CSER) programs are designed and implemented in accordance with social mapping that focuses on society. **[GRI 413-1]**

The economic value we bring to stakeholders in the form of CSER programs oriented towards achieving Sustainable Development Goals (SDGs), manifested in activities that distribute benefits across economic, social, and environmental aspects. KAI's CSER programs include KAI DungMas (social services such as food package distribution and sacrificial animals), KAI Sehat Sejahtera (health improvement assistance), KAI Edu Friend (improving education quality and facilities), Educational Assistance Collaboration with the SOE Foundation, KAI Pling (assistance in the development of public infrastructure and Rolling Stock, waste management, and tree planting), KAI Sar-I (assistance for worship Rolling Stock), and KAI Go Green (waste management and tree planting), KAI Partner (MiKA) Hasanah (halal certification for partner MSME products), MiKA Go Global (involving partner MSMEs in domestic and international exhibitions), MiKA Naik Kelas (training and mentoring for partner MSMEs), UMK Terrace (providing commercial locations for partner MSMEs within station environments), and MSME Funding.

Although KAI truly strives to implement risk mitigation, KAI's operational activities have negative impacts on the surrounding community, particularly creating level crossings of railway tracks without permission and/or without guards, which can potentially lead to accidents or traffic congestion due to vehicle movements to and from the station. Trains have their own tracks and cannot stop suddenly, so road users must give priority to trains. All road users are required to prioritize train travel when crossing level crossings. This is in accordance with Law No. 23 of 2007 concerning Railways and Law No. 22 of 2009 concerning Road Traffic and Transportation. Unlike general land transport, trains have characteristics that technically prevent them from stopping abruptly. Therefore, KAI always urges the public to be more vigilant and cautious before crossing level crossings. A level crossing is an area where a road and a railway track intersect on the same level of ground. Factors that cause trains to be unable to brake suddenly are as follows:

#### 1. Length and Weight of the Train

The longer and heavier the train, the greater the distance required for it to come to a complete stop. KAI passenger

akan semakin panjang. Kereta penumpang KAI terdiri dari 8-12 gerbong kereta dengan bobot mencapai 600 ton, belum termasuk penumpang dan barang bawaannya. Saat sudah melaju akan dibutuhkan energi yang besar untuk membuat rangkaian kereta api berhenti.

## 2. Sistem Pengereman

Pengereman yang dipakai pada kereta KAI pada umumnya menggunakan sistem jenis rem udara. Cara kerjanya adalah dengan mengompresi udara dan disimpan hingga proses pengereman terjadi. Saat masinis mengaktifkan sistem pengereman, udara tadi akan didistribusikan melalui pipa kecil di sepanjang roda dan membuat friksi pada roda. Friksi ini yang akan membuat kereta berhenti.

Walaupun kereta api telah dilengkapi dengan sistem pengereman, kereta tetap tidak bisa berhenti mendadak. Jadi, meskipun masinis telah melihat ada yang menerobos palang kereta, lalu kemudian melakukan proses pengereman, maka tetap akan membutuhkan suatu jarak agar kereta benar-benar dapat berhenti. Hal inilah yang dapat menyebabkan kejadian tabrakan, apabila jarak pengereman tidak terpenuhi.

Sebaliknya, sistem pengereman pada roda dihubungkan ke piston dan susunan silinder. Mekanisme yang mengurangi tekanan udara di kereta api akan memaksa rem mengunci dengan roda. Jika tekanan dilepaskan secara tiba-tiba, maka akan menyebabkan pengereman yang tidak seragam, sehingga rem bekerja lebih dulu dari titik keluarnya udara. Pengereman yang tidak seragam dapat menyebabkan kereta atau gerbong tergelincir, terseret, bahkan terguling yang dapat membahayakan penumpang dan pekerja yang berada di dalamnya.

Berdasarkan UU Nomor 22 Tahun 2009 tentang Lalu Lintas Angkutan Jalan, tata cara melintas di perlintasan sebidang sesuai adalah berhenti di rambu tanda "STOP", menengok kiri dan kanan baik perlintasan tersebut dijaga maupun tidak, dan memperhatikan palang pintu, suara sirene, dan isyarat dari penjaga perlintasan. Bila sirene sudah berbunyi dan palang pintu kereta api mulai ditutup, maka seluruh pengguna jalan wajib untuk menunggu kereta api lewat.

KAI senantiasa mengimbau masyarakat pengguna jalan untuk berhenti terlebih dahulu dan menunggu hingga kereta api tersebut selesai lewat dari kedua arah meskipun kereta api sudah terlihat dan masih cukup jauh jaraknya. Masyarakat diharapkan agar berhati-hati saat akan melintasi perlintasan sebidang, disiplin mematuhi rambu-rambu, dan memastikan jalur yang akan dilalui sudah aman dengan melihat kanan dan kiri. Apabila telah yakin aman, baru melintas.

trains consist of 8-12 carriages with a weight of up to 600 tons, not including passengers and their baggage. Once in motion, a significant amount of energy is needed to stop the train.

## 2. Braking System

The braking system used on KAI trains generally employs an air brake system. It works by compressing air, which is stored until braking is required. When the train driver activates the braking system, the compressed air is distributed through small pipes along the wheels, creating friction on the wheels. This friction is what brings the train to a stop.

Although trains are equipped with braking systems, they are still unable to stop abruptly. Thus, even if the train driver sees someone bypassing the crossing barriers and initiates braking, the train will still need a certain distance to come to a complete stop. This can lead to collisions if the braking distance is not adequate.

On the other hand, the braking system involves connecting the wheels to pistons and cylinder arrangements. The mechanism that reduces air pressure in the train forces the brakes to lock with the wheels. If the pressure is suddenly released, it can cause uneven braking, with the brakes engaging before the air is fully expelled. Uneven braking can lead to the train or carriages derailing, skidding, or overturning, which poses a danger to passengers and workers inside.

According to Law No. 22 of 2009 concerning Road Traffic and Transportation, the procedure for crossing a level crossing is to stop at the "STOP" sign, look left and right regardless of whether the crossing is guarded or not, and pay attention to the crossing gates, siren sounds, and signals from the crossing guard. If the siren sounds and the railway gates start to close, all road users must wait for the train to pass.

KAI always urges road users to stop and wait even if they see a train approaching from a distance. They should wait until the train has completely passed from both directions. The public is advised to be cautious when approaching level crossings, follow traffic signs diligently, and ensure the crossing is clear by looking to the right and left. Only cross once it is confirmed to be safe.

Walaupun telah melakukan berbagai upaya mitigasi, pada tahun 2024 KAI mencatat telah terjadi 337 kali kecelakaan di perlintasan sebidang dengan jumlah korban meninggal sebanyak 55 orang, luka berat sebanyak 22 orang, dan luka ringan sebanyak 52 orang.

Atas kejadian tersebut, KAI turut berduka cita dan prihatin serta menyampaikan ucapan turut berbelasungkawa kepada para keluarga korban. KAI memohon seluruh pihak sesuai dengan kewenangannya masing-masing agar lebih peduli dan memberikan perhatian untuk meningkatkan sistem keselamatan dan penertiban di perlintasan sebidang.

Sesuai Peraturan Menteri Perhubungan No 94 Tahun 2018 tentang Peningkatan Keselamatan Perlintasan Sebidang Antara Jalur Kereta Api dengan Jalan, wewenang untuk penanganan dan pengelolaan perlintasan sebidang antara jalur KA dan jalan dilakukan oleh pemilik jalannya. Pengelolaan untuk perlintasan sebidang yang berada di jalan nasional dilakukan oleh Menteri, Gubernur untuk perlintasan sebidang yang berada di jalan provinsi, dan Bupati/Wali Kota untuk perlintasan sebidang yang berada di jalan kabupaten/kota dan desa desa, serta badan hukum atau lembaga untuk Jalan khusus yang digunakan oleh badan hukum atau lembaga.

Sementara peningkatan keselamatan pada perlintasan sebidang kereta api, seperti menjadikan perlintasan tidak sebidang atau pemasangan pintu perlintasan bagi yang belum terpasang, merupakan wewenang pemerintah pusat atau daerah sesuai dengan kelas jalannya. Sampai saat ini, terdapat 3.693 perlintasan sebidang jalur kereta api yang terdiri dari 1.598 (43%) perlintasan dijaga dan 2.095 (56%) perlintasan tidak dijaga. Perlintasan sebidang tersebut tersebar di berbagai jenis jalan seperti jalan nasional, jalan provinsi, jalan kabupaten/kota dan jalan desa, serta jalan khusus yang digunakan oleh badan hukum atau lembaga.

Di samping memperhatikan penanganan dan pengelolaan perlintasan kereta api, KAI juga senantiasa mengimbau para pemilik jalan agar pemilik jalan melakukan evaluasi keselamatan atas keberadaan perlintasan sebidang di wilayahnya sesuai kelasnya. Keberadaan perlintasan sebidang di sebagian tempat melewati pemukiman warga dan daerah industri, sehingga rawan terjadi kecelakaan. Setiap perlintasan sebidang yang ada harus dilakukan evaluasi paling sedikit 1 (satu) tahun sekali oleh Direktur Jenderal Kementerian Perhubungan untuk jalan nasional, Gubernur untuk jalan provinsi, dan Bupati/Walikota untuk jalan kabupaten/kota dan jalan desa. Hasil evaluasi tersebut disertai rekomendasi

Despite having made various mitigation efforts, KAI has recorded 337 incidents at level crossings in 2024, with 55 fatalities, 22 people seriously injured, and 52 people with minor injuries.

Due to those incidents, KAI extends its condolences, expresses concern, and regrets all the traffic accidents that have occurred, and offers its deepest sympathy to the families of the victims. KAI urges all parties, within their respective authorities, to be more attentive and take action to improve safety systems and enforcement at level crossings.

According to Minister of Transportation Regulation No. 94 of 2018 concerning Improving the Safety of Level Crossings Between Railways and Roads, the responsibility for managing and handling level crossings between railway tracks and roads lies with the road owners. The management of level crossings on national roads is handled by the Minister, while those on provincial roads are managed by the Governor, and those on district/city and village roads are managed by the Regent/Mayor. For specialized roads used by legal entities or institutions, the responsibility falls on these entities.

Meanwhile, improvements in safety at railway level crossings, such as making them grade-separated or installing crossing gates where none exist, fall under the jurisdiction of the central or regional government, depending on the road class. Currently, there are 3,693 level crossings on railway tracks, comprising 1,598 (43%) guarded crossings and 2,095 (56%) unguarded crossings. These level crossings are distributed across various types of roads, including national, provincial, district/city, village roads, and specialized roads used by legal entities or institutions.

In addition to paying attention to the handling and management of railway crossings, KAI consistently emphasizes that road owners should conduct safety evaluations of level crossings in their areas according to their class. Many level crossings pass through residential areas and industrial zones, making them prone to accidents. Each level crossing must be evaluated at least once a year by the Director General of the Ministry of Transportation for national roads, the Governor for provincial roads, and the Regent/Mayor for district/city and village roads. The evaluation results should include recommendations on whether the crossing should be grade-separated, closed, or improved with safety measures such as signage, gates,

apakah perlintasan tersebut dibuat menjadi tidak sebidang, ditutup, atau ditingkatkan keselamatannya dengan memasang rambu-rambu, portal, palang pintu, isyarat lampu, penerangan, tulisan, suara, dan penjaga perlintasan sebidang.

KAI juga melakukan mitigasi risiko timbulnya perlintasan sebidang liar atau tidak resmi di jalur kereta api melalui pengecekan rutin dan menyeluruh di sepanjang lintasan. Ketika petugas kami menemukan adanya perlintasan liar atau tidak resmi, KAI berkoordinasi dengan pemilik jalan setempat untuk melakukan penutupan perlintasan sekaligus melakukan sosialisasi keselamatan perjalanan kereta api. Pada kurun waktu beberapa tahun terakhir sejak 2019 sampai 2024, KAI melakukan penutupan perlintasan sebidang sebanyak 1.369 perlintasan dengan pelaksanaan yang tersebar di setiap wilayah Daerah Operasi (Daop) dan Divisi Regional (Divre).

Untuk meningkatkan edukasi dan informasi kepada para pemilik jalan, KAI juga telah melakukan sosialisasi terkait keselamatan di perlintasan sebidang secara rutin setiap tahunnya. Pada tahun 2023 sampai 2024, sebanyak 2.176 kali sosialisasi telah dilakukan yang bekerja sama dengan komunitas, Dinas Perhubungan, Jasa Marga, Direktorat Jenderal Perkeretaapian, serta Kepolisian. **[GRI 413-2]**

#### Identifikasi dan Strategi dalam Memenuhi Hak Masyarakat Adat atau Masyarakat Setempat **[GRI 411-1, 413-2]**

Masyarakat lokal merupakan pemangku kepentingan yang memiliki dampak signifikan bagi Perseroan. Sebagai upaya membina hubungan yang harmonis dengan masyarakat, adat, KAI berkomitmen kuat melakukan pemenuhan hak-hak masyarakat setempat di sekitar area operasional. Secara khusus, pemenuhan hak-hak masyarakat sekitar juga mencakup pemenuhan terhadap hak-hak masyarakat adat, sebagai wujud pengakuan KAI terhadap keberadaan tradisi dan warisan budaya dari berbagai komunitas etnis yang ada di sekitar wilayah operasional kami.

Per 31 Desember 2024, kegiatan operasional KAI tidak memiliki persinggungan secara langsung dengan praktik adat ataupun warisan budaya masyarakat adat tertentu. **[GRI 411-1]**

#### Pengaduan Masyarakat **[OJK F.24]** **[GRI 2-25, 2-26, 413-1]**

Sebagai upaya untuk meningkatkan kualitas layanan kepada publik, KAI sangat terbuka terhadap saran, kritik, maupun pengaduan masyarakat lainnya. KAI memiliki sarana yang terbuka dan dapat dimanfaatkan dengan mudah oleh pemangku kepentingan untuk melaporkan atau

barriers, traffic lights, lighting, markings, audio signals, and crossing guards.

KAI also contributes to mitigating the risk of unauthorized or informal level crossings on railway tracks. Our personnel routinely conduct thorough inspections along the tracks. When an informal or unauthorized crossing is found, KAI coordinates with local road owners to close the crossing and conduct safety awareness campaigns about railway travel. Over the past few years, from 2019 to 2023, KAI has closed 1,369 level crossings, with implementation spread across various Operational Areas (Daop) and Regional Divisions (Divre).

To improve education and information for road owners, KAI has also conducted safety dissemination related to level crossings regularly every year. From 2023 to 2024, a total of 2,176 dissemination events were carried out in collaboration with communities, the Department of Transportation, Jasa Marga, the Directorate General of Railways, and the Police. **[GRI 413-2]**

#### Identification and Strategy in Fulfilling the Rights of Indigenous Peoples or Local Communities **[GRI 411-1, 413-2]**

Local communities are stakeholders that can significantly impact the Company. As an effort to build harmonious relations with society and customs, KAI is committed to fulfilling the rights of local communities around its operational areas. Specifically, fulfilling the rights of surrounding communities also includes respecting the rights of indigenous peoples, as a form of KAI's acknowledgment of the traditions and cultural heritage of various ethnic communities around our operational areas.

As of December 31, 2024, all of KAI's operations did not directly intersect with the customs or cultural heritage practices of any specific indigenous community. **[GRI 411-1]**

#### Community/Public Complaints **[OJK F.24]** **[GRI 2-25, 2-26, 413-1]**

As an effort to improve service quality to the public, KAI is very open to suggestions, criticism, and other complaints from the public. KAI provides open and easily accessible facilities to be utilized by stakeholders in reporting or filing complaints regarding findings that contradict ethics, integrity, and

menyampaikan pengaduan atas temuan yang bertentangan dengan etika, integritas, dan norma masyarakat; pengaduan atas dugaan pelanggaran peraturan atau pencemaran lingkungan hidup; hingga pengaduan-pengaduan lainnya.

Saran, kritik, dan pengaduan masyarakat tersebut dapat disampaikan melalui *Whistleblowing System* (WBS) KAI, di samping mekanisme lain seperti mekanisme pengaduan gratifikasi dan pelanggaran kode etik. Pengungkapan mengenai mekanisme WBS, kebijakan gratifikasi, penegakan kode etik, serta seluruh pelanggaran yang masuk dan telah ditindaklanjuti untuk tahun 2024, telah diuraikan pada bab Tata Kelola Perusahaan.

Di samping memiliki WBS, KAI juga mempunyai saluran pengaduan yang dapat digunakan masyarakat, yang mencakup jasa KAI berupa layanan *offline/onsite* di antaranya *Customer Service on Station* dan *Booth* Penjualan Tiket di Stasiun. Untuk layanan *online*, KAI memiliki layanan formal, antara lain alamat surat elektronik, telepon, dan pesan teks serta layanan melalui akun-akun resmi KAI pada media sosial, antara lain Instagram, Facebook, Twitter, hingga TikTok.

Hingga 31 Desember 2024 KAI menerima 179.071 pengaduan masyarakat. Dari seluruh pengaduan tersebut, kami telah menindaklanjuti pengaduan tersebut dengan tingkat penyelesaian mencapai 100%. Perincian mengenai hal tersebut dapat dilihat pada tabel di bawah ini:

**Tabel Jumlah Pengaduan yang Diterima Berdasarkan Media Pelaporan**

| Media Pelaporan /<br>Reporting Media                  | Jumlah Keluhan yang Diterima /<br>Number of Complaints Received | Status               |
|-------------------------------------------------------|-----------------------------------------------------------------|----------------------|
| <i>Customer Care Customer Service on Station</i>      | 36                                                              | <i>Closed</i>        |
| <i>Customer Care Direct</i> (121)                     | 75                                                              | <i>Closed</i>        |
| <i>Customer Care Email</i> (121)                      | 58.835                                                          | <i>Closed</i>        |
| <i>Customer Care Outbound</i> (121)                   | 29.990                                                          | <i>Closed</i>        |
| <i>Customer Care Inbound Phone</i> (121 DRC Bandung)  | 17                                                              | <i>Closed</i>        |
| <i>Customer Care Inbound Phone</i> (121 Jakarta)      | 882                                                             | <i>Closed</i>        |
| <i>Customer Care Social Media</i> (Facebook KAI121)   | 4.551                                                           | <i>Closed</i>        |
| <i>Customer Care Social Media</i> (Instagram KAI121_) | 27.582                                                          | <i>Closed</i>        |
| <i>Customer Care Social Media</i> (Twitter KAI121)    | 31.719                                                          | <i>Closed</i>        |
| <i>Customer Care Social Media</i> (TikTok KAI121)     | 69                                                              | <i>Closed</i>        |
| <i>Customer Care Web Lapar</i>                        | 17                                                              | <i>Closed</i>        |
| <i>Customer Care Whatsapp Center</i> (KAI121)         | 25.298                                                          | <i>Closed</i>        |
| <b>Jumlah</b>                                         | <b>179.071</b>                                                  | <b><i>Closed</i></b> |

\*) Open Case adalah pengaduan yang belum diselesaikan / Open Case is complaint that have not been resolved  
\*) Closed Case adalah pengaduan yang sudah diselesaikan / Closed Case is a complaint that have been resolved

societal norms; complaints about suspected regulatory violations or environmental pollution; and other grievances.

Community suggestions, criticism, and other complaints can be submitted through KAI's Whistleblowing System (WBS), in addition to other mechanisms such as the gratuity complaint mechanism and code of conduct violation reporting. Disclosure regarding the WBS mechanism, gratuity policy, code of ethics enforcement, and all reported violations that were addressed in 2024 are presented in the Corporate Governance chapter.

In addition to having WBS, KAI has complaint channels for the public, including KAI service consumers, through offline/ onsite services such as Customer Service on Stations and Ticket Sales Booths at Stations. For online services, KAI offers formal channels such as email, telephone, and text messages, as well as services through KAI's official social media accounts, including Instagram, Facebook, Twitter, and TikTok.

As of December 31, 2024, KAI received 179,071 community complaints. Of all these complaints, we have followed up on them with a resolution rate of 100%. Details regarding this can be seen in the table below:

**Table of Complaints Received by Reporting Media**



**Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) [OJK F.25]**

Sebagai wujud komitmen dalam mendukung pencapaian pembangunan berkelanjutan, KAI melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan menyalurkan manfaat ekonomi, sosial, lingkungan, serta menerapkan pemenuhan pada aspek hukum dan tata kelola. Hal tersebut dilaksanakan berdasarkan prinsip pengelolaan yang terintegrasi, terarah, terukur dampaknya, serta bertanggung jawab, sebagai bagian yang tidak terpisahkan dari pendekatan bisnis Perseroan.

Pelaksanaan program TJSL KAI berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan di Indonesia serta berpedoman pada ISO 26000, sebagai upaya menjaga pelaksanaan program tetap terukur, berdampak, dan berkelanjutan.

Sebagai entitas BUMN, KAI melaksanakan program TJSL sesuai ketentuan di dalam Peraturan Menteri BUMN Nomor PER-6/MBU/09/2022 Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Sesuai ketentuan tersebut, program TJSL KAI diarahkan untuk memenuhi tujuan-tujuan sebagai berikut:

- Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan.
- Berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel.
- Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.

Pada tahun 2024, KAI telah menjalankan kegiatan-kegiatan TJSL dalam rangka mendukung Tujuan Pembangunan Berkelanjutan (TPB) di Indonesia sebagai berikut:

| Jenis Kegiatan TJSL / TJSL Activity | Tujuan Pembangunan Berkelanjutan (TPB) / Sustainable Development Goals (SDGs) | Penjelasan / Description                                                                                                   | Capaian / Achievements                                               |
|-------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| KAI Quick Respon                    | TPB 1.4.2<br>                                                                 | Program cepat tanggap bencana dan revitalisasi pasca bencana / Disaster response and post-disaster revitalization programs | 4 titik lokasi bencana alam / 4 points of natural disaster locations |

**Social and Environmental Responsibility (CSER) [OJK F.25]**

As a form of commitment to supporting sustainable development, KAI implements the Social and Environmental Responsibility (CSER) program by delivering economic, social, and environmental benefits, as well as adhering to legal and governance aspects. This is carried out based on integrated, targeted, measurable, and responsible management principles, forming an inseparable part of the Company's business approach.

The implementation of KAI's CSER program is oriented toward achieving the Sustainable Development Goals (SDGs) in Indonesia and is guided by ISO 26000, as an effort to ensure that the program remains measurable, impactful, and sustainable.

As a State-Owned Enterprise (SOE) entity, KAI implements the CSER program following the provisions in the Minister of State-Owned Enterprises Regulation Number PER-6/MBU/09/2022, amending the Minister of State-Owned Enterprises Regulation Number PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program for State-Owned Enterprises. According to these provisions, KAI's CSER program is directed toward achieving the following objectives:

- Provide benefits for economic, social, environmental, legal, and governance development for the company.
- Contribute to creating added value for the company with integrated, targeted, measurable, and accountable principles.
- Foster micro and small enterprises to become more resilient and independent, as well as support the communities around the company.

In 2024, KAI has carried out CSER activities to support the Sustainable Development Goals (SDGs) in Indonesia as follows:

| Jenis Kegiatan TJSL / TJSL Activity | Tujuan Pembangunan Berkelanjutan (TPB) / Sustainable Development Goals (SDGs)                     | Penjelasan / Description                                                                                                                                                                                                                                                                                                                                                              | Capaian / Achievements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KAI DungMas                         | TPB 1.4.2<br>    | Program sosial kemasyarakatan / Community social program                                                                                                                                                                                                                                                                                                                              | 109 kegiatan social mencakup seluruh wilayah operasi Perusahaan / 109 social activities cover all areas of the Company's operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| KAI Sehat Sejahtera                 | TPB 3.8.2<br>    | Program bantuan kesehatan dan penguatan layanan kesehatan / Health improvement and health service strengthening assistance programs                                                                                                                                                                                                                                                   | 8 titik lokasi bantuan kesehatan berupa rail clinic, posyandu dan peduli stunting / 8 health assistance locations in the form of rail clinics, integrated health posts, and stunting care                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| KAI Edufriend                       | TPB 4.1.2<br>    | Program bantuan peningkatan pendidikan berupa beasiswa, pelatihan-pelatihan dan perbaikan sarana dan prasaran sekolah / Educational improvement assistance programs in the form of scholarships, training and improvements to school facilities and infrastructure                                                                                                                    | <ul style="list-style-type: none"> <li>- KAI EduFriend (Beasiswa) sebanyak 177 siswa / KAI EduFriend (Scholarship) for 177 students</li> <li>- KAI EduFriend (Pelatihan) sebanyak 79 orang / KAI EduFriend (Training) for 79 people</li> <li>- KAI EduFriend (Sarana Prasarana) sebanyak 53 sekolah / KAI EduFriend (Infrastructure) for 53 schools</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| KAI Pling                           | TPB 11.1.1<br>  | Program bantuan pengembangan fasilitas lingkungan umum / Public environmental facilities development assistance program                                                                                                                                                                                                                                                               | 53 titik lokasi pembangunan/perbaikan sarana dan prasarana umum / 53 points of location for construction/repair of public facilities and infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| KAI Sar-i                           | TPB 11.6.2<br> | Program bantuan sarana ibadah / Worship facility assistance program                                                                                                                                                                                                                                                                                                                   | 65 titik lokasi pembangunan/rehabilitasi rumah ibadah serta sarana untuk prasarana beribadah / 65 locations for the construction/rehabilitation of places of worship and facilities for worship infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| KAI Go Green                        | TPB 15.2.1<br> | Program pelestarian lingkungan ekosistem daratan / Land ecosystem environmental conservation program                                                                                                                                                                                                                                                                                  | 24 titik lokasi pelestarian alam mencakup gerakan penanaman pohon, sanitasi air bersih, pengelolaan dan sarana prasarana pengangkut sampah / 24 nature conservation locations include tree planting movements, clean water sanitation, waste management, and infrastructure for transporting waste                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| MiKA Hasanah                        | TPB 8.5.1<br>  | Program untuk penguatan profile usaha dengan upgrading kompetensi baik dasar ataupun lanjut / Program to strengthen business profile by upgrading basic and advanced competencies                                                                                                                                                                                                     | Melalui program ini, PT KAI memberikan fasilitasi sertifikasi Hak Kekayaan Intelektual (HKI) dan sertifikasi halal bagi UMK mitra binaan, sebagai bentuk dukungan terhadap legalitas, daya saing, dan keberlanjutan usaha para pelaku UMK di lingkungan Perusahaan / Through this program, PT KAI facilitated Intellectual Property Rights (IPR) certification and halal certification for fostered MSME partners, as a form of support for the legality, competitiveness, and sustainability of MSME operators in the Company's environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| MiKA Go Global                      | TPB 8.5.1<br>  | Program yang mengikutsertakan mitra binaan dalam pameran yang diselenggarakan oleh pihak eksternal dalam negeri maupun luar negeri untuk memperkenalkan produk mitra binaan kepada khalayak yang lebih luas / A program that involves fostered partners in exhibitions held by external parties both domestically and internationally to introduce their products to a wider audience | Melalui program ini, PT KAI mengikutsertakan UMK Mitra Binaan dalam berbagai kegiatan promosi dan pengembangan usaha, antara lain: Pameran The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024, Yatimpreneur 2024, Bazaar Ramadhan di Stasiun Malang Kota Baru, Pameran Adiwastra Nusantara 2024, KAI Goes to Campus, Bazar UMKM "Jelajah Kuliner Nusantara", dan Modest Fashion Trade Show. Keikutsertaan ini bertujuan untuk memberikan kesempatan bagi UMK Mitra Binaan dalam memperkenalkan produk mereka, memperluas jaringan pasar, serta meningkatkan daya saing di berbagai sektor industri / Through this program, PT KAI involves Fostered MSME Partners in various promotional and business development activities, including: The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024 Exhibition, Yatimpreneur 2024, Ramadhan Bazaar at Malang Kota Baru Station, Adiwastra Nusantara Exhibition 2024, KAI Goes to Campus, MSME Bazaar "Jelajah Kuliner Nusantara" (Indonesian Culinary Tour), and Modest Fashion Trade Show. This participation aims to provide opportunities for Fostered MSME Partners to introduce their products, expand market networks, and increase competitiveness in various industrial sectors |

| Jenis Kegiatan<br>TJSL / TJSL<br>Activity                                                                         | Tujuan Pembangunan<br>Berkelanjutan (TPB) /<br>Sustainable Development<br>Goals (SDGs) | Penjelasan /<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capaian /<br>Achievements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| MiKA Next Class                                                                                                   | TPB 8.5.1<br>                                                                          | Program pelatihan yang diberikan dalam meningkatkan pengembangan UMK / Training programs provided to improve MSME development                                                                                                                                                                                                                                                                                                                                                                | Melalui program ini, PT KAI mengikutsertakan UMK Mitra Binaan dalam berbagai pelatihan yang bertujuan untuk meningkatkan kapasitas dan keterampilan, antara lain: Pelatihan 'UMK Mitra Binaan Siap Go Digital' untuk membangun bisnis berkelanjutan dengan memanfaatkan teknologi digital, Pelatihan 'Motivasi & Growth Mindset' bagi UMK untuk mengembangkan pola pikir yang mendukung kesuksesan sebagai seorang entrepreneur, Pelatihan untuk pegiat UMK di wilayah Ambarawa, yang bertujuan untuk memberikan keterampilan praktis dan pengetahuan dalam mengelola usaha mereka secara lebih efisien dan produktif. Program ini dirancang untuk memperkuat kapasitas UMK Mitra Binaan dalam menghadapi tantangan pasar dan mendukung pertumbuhan bisnis yang lebih baik. / PT KAI involves Fostered MSME Partners in various training through this program, which is aimed at improving capacity and skills, including: the 'Fostered MSME Partners Ready to Go Digital' Training to build sustainable businesses by utilizing digital technology, the 'Motivation & Growth Mindset' Training for MSMEs to develop a mindset that supports success as an entrepreneur, Training for MSME activists in the Ambarawa area, aimed at providing practical skills and knowledge in managing their businesses more efficiently and productively. This program is designed to strengthen the capacity of Fostered MSME Partners in facing market challenges and supporting better business growth. |
| MiKA Creative Space                                                                                               | TPB 8.8.1<br>                                                                          | Program untuk mengkolaborasi para UMK dengan mengarahkan spesialisasi bisnis masing-masing agar lebih fokus dan berkembang di masa akan datang / A program to collaborate with MSMEs by directing their respective business specializations to be more focused and develop in the future                                                                                                                                                                                                     | Melalui program ini, PT KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai kegiatan pengembangan usaha, antara lain: Partisipasi dalam Karya Nyata Festival, dengan memberikan kesempatan bagi mereka untuk menunjukkan produk unggulannya kepada publik, peningkatan fasilitas digital dengan melakukan upgrade toko Tenant Teras UMK Stasiun Bandung pada aplikasi iSeller, guna mendukung kemajuan dan kemudahan akses bagi pelanggan dalam membeli produk secara daring. Program ini bertujuan untuk memperluas jangkauan pasar dan meningkatkan visibilitas produk UMK Mitra Binaan melalui berbagai platform, baik fisik maupun digital. / Through this program, PT KAI supports the participation of Fostered MSME Partners in various business development activities, including: Participation in the Karya Nyata Festival, by providing them with the opportunity to show their superior products to the public, improving digital facilities by upgrading the MSME Bandung Station Tenant Teras store on the iSeller application, to support progress and ease of access for customers in purchasing products online. This program aims to expand market reach and increase the visibility of Fostered MSME Partners' products through various physical and digital platforms.                                                                                                                                                                                               |
| MiKA Exhibition                                                                                                   | TPB 8.8.1<br>                                                                          | Program untuk memberikan ruang kepada UMK mitra binaan untuk memerkan produk pada suatu event sesuai dengan tema tertentu untuk bisa memberikan ruang pembelajaran langsung maupun tidak langsung agar UMK mitra binaan dapat berkembang dan maju / A program to provide space for Fostered MSME Partners to exhibit products at an event according to a certain theme to be able to provide direct and indirect learning space, thus allowing Fostered MSME Partners to develop and advance | Melalui program ini, PT KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai acara dan festival penting, antara lain: Karya Nyata Festival Tahun 2024 Vol. 10 di Jawa Timur, yang memberikan kesempatan kepada UMK untuk memamerkan produk dan karya unggulan mereka, KAI TJSL Fest Tahun 2024, sebuah acara yang bertujuan untuk memperkenalkan dan mempromosikan produk UMK Mitra Binaan, sekaligus memperluas jaringan mereka dalam komunitas bisnis yang lebih luas / Through this program, PT KAI supports the participation of Fostered MSME Partners in various important events and festivals, including: Karya Nyata Festival 2024 Vol. 10 in East Java, which provides an opportunity for MSMEs to showcase their superior products and works, KAI CSER Fest 2024, an event that aims to introduce and promote Fostered MSME Partners' products, while expanding their networks in the wider business community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Mendukung Sosialisasi Keselamatan PERKA / Supporting the Dissemination of Security and Safety Regulations (PERKA) | TPB 3.6.1<br>                                                                          | Program sosialisasi di sekitaran pintu perlintasan sebidang sepanjang jalur KA untuk mendukung keamanan dan kelancaran perjalanan KA / Dissemination program around level crossings along the railway line to support the safety and smooth running of train travel                                                                                                                                                                                                                          | Melalui program ini dilaksanakan sosialisasi Peraturan Keamanan dan Keselamatan (PERKA) di lingkungan wilayah operasional Perusahaan, yang dilakukan secara kolaboratif bersama unit Pengamanan (PAM) dan komunitas Railfans, guna meningkatkan kesadaran serta partisipasi publik dalam menjaga keselamatan dan ketertiban di area perkeretaapian. / Through this program, the dissemination of the Security and Safety Regulations (PERKA) is carried out within the Company's operational areas, carried out collaboratively with the Security Unit (PAM) and the Railfans community, to increase public awareness and participation in maintaining safety and order in the railway area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Program Pendanaan UMK (PUMK) / MSME Funding (PUMK) Program                                                        | TPB 8.3.2<br>                                                                          | Program Pembiayaan Program Pendanaan UMK (PUMK) atau Pembiayaan Syariah / Financing Program of MSME Funding (PUMK) Program or Sharia Financing                                                                                                                                                                                                                                                                                                                                               | Program ini tidak hanya membantu meningkatkan kapasitas usaha dan kemandirian ekonomi, tetapi juga mendorong pertumbuhan wirausaha baru, khususnya di daerah yang kurang terjangkau layanan perbankan. Melalui pendekatan konvensional maupun syariah, program ini turut memperkuat literasi keuangan, menciptakan usaha yang berdaya saing, serta meningkatkan kualitas pengelolaan usaha melalui pendampingan berkelanjutan. Secara keseluruhan, PUMK berperan penting dalam mendorong pertumbuhan ekonomi inklusif dan berkelanjutan. / This program not only helps to increase business capacity and economic independence, but it also encourages the growth of new entrepreneurs, especially in areas with less access to banking services. Through conventional and sharia approaches, this program helps strengthen financial literacy, create competitive businesses, and improve the business management quality through ongoing mentoring. Overall, PUMK plays an important role in encouraging inclusive and sustainable economic growth.                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Jenis Kegiatan TJSL / TJSL Activity                                                            | Tujuan Pembangunan Berkelanjutan (TPB) / Sustainable Development Goals (SDGs)                | Penjelasan / Description                                                                                                                                                                                                                                                                                                                                                                   | Capaian / Achievements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dukungan Kegiatan Anti Pelecehan di atas KA / Support for Anti-Harassment Activities on Trains | TPB 5<br>   | Program kampanye untuk mendorong upaya penghapusan kekerasan/ pelecehan seksual terhadap perempuan dan Anak- anak di atas KA / Campaign program to encourage efforts to eliminate violence/ sexual harassment against women and children on trains                                                                                                                                         | KAI menetapkan pentingnya sosialisasi ini dan harus menjadi perhatian utama, untuk menghentikan segala bentuk kekerasan pada wanita dan juga agar wanita berani melaporkan segala bentuk pelecehan seksual yang terjadi di KA. Bentuk kampanye melalui iklan di televisi stasiun dan KA, <i>announcer/pengumuman resmi</i> , serta pembagian <i>flyer/brosur</i> dan pemasangan <i>banner</i> / KAI determines the importance of this dissemination and must be a primary concern, to stop all forms of violence against women as well as for women to dare to report all forms of sexual harassment that occur on the train. The form of the campaign is through advertisements on television stations and trains, announcers/official announcements, as well as distribution of flyers/brochures and installation of banners |
| Bersih-bersih Lingkungan / Cleaning the Environment                                            | TPB 11<br>  | Program untuk menciptakan suasana Bersih Lingkungan dan Kenyamanan Beribadah di tempat Ibadah di Masjid/ Musholla sekitar jalur kereta dan Penataan lingkungan disekitar jalur kereta / A program to create a clean environment and comfortable worship atmosphere in places of worship in mosques/prayer rooms around the railway line and environmental planning around the railway line | Pemberian Bantuan Sarana & Pembersihan tempat Ibadah di Masjid/Musholla sekitar jalur kereta dan Penataan lingkungan disekitar jalur kereta / Provision of assistance for facilities and cleaning of places of worship in mosques/prayer rooms around the railway line and environmental planning around the railway line                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Branding Desa Binaan / Branding of Fostered Villages                                           | TPB 11<br> | Program pengembangan desa wisata di sekitar Daop/ Divre PT KAI (Persero) / Tourism village development program around the Operational Area/Regional Division of PT KAI (Persero)                                                                                                                                                                                                           | Memberikan bantuan berupa dana atau barang untuk mengembangkan desa wisata yang bertujuan untuk meningkatkan pertumbuhan ekonomi, kesejahteraan rakyat, menghapus kemiskinan, mengatasi pengangguran, melestarikan alam, lingkungan dan sumber daya, serta memajukan kebudayaan khususnya desa tertinggal dan terpencil / Provision of assistance in the form of funds or goods to develop tourist villages with the aim of increasing economic growth, people's welfare, eradicating poverty, overcoming unemployment, preserving nature, the environment and resources, and advancing culture, especially in underdeveloped and remote villages.                                                                                                                                                                             |

Program TJSL KAI pada pilar ekonomi, secara khusus berfokus untuk berkontribusi membangun kesejahteraan masyarakat. KAI memberikan pendanaan untuk meningkatkan kemampuan para pelaku usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri. Pemberian bantuan pinjaman modal usaha kepada UMK dilakukan melalui Bank BRI sesuai surat Kementerian BUMN Nomor: S-721/MBU/11/2022 tanggal 10 November 2022 tentang “Kerjasama Program pendanaan Usaha Mikro dan Usaha Kecil (“Kerja Sama Program PUMK”). Penyaluran dana PUMK yang disalurkan melalui Bank BRI terdiri dari wilayah Bandung, Malang, Medan, Padang, Purwokerto dan Yogyakarta, dan secara bertahap akan terus memperluas cakupan wilayah penyaluran ke sejumlah wilayah Indonesia lainnya.

Program prioritas di bidang Pengembangan UMK PT KAI (Persero) Tahun 2024 terealisasi 4 (empat) program diantaranya, yaitu MiKA Hasanah dengan realisasi *output* sebanyak 22 UMK, MiKA Go Global dengan realisasi *output* sebanyak 31 UMK, MiKA Next Class dengan realisasi *output* sebanyak 136 UMK, Teras UMK dengan realisasi *output* sebanyak 20 UMK, dan Pameran MiKA dengan realisasi *output* sebanyak 21 UMK. Pada tahun 2024 KAI menyalurkan pendanaan modal usaha kepada Bank BRI sebesar Rp3.500.000.000,- yang telah tersalurkan kepada seluruh binaan UMK, Perseroan.

The KAI CSER program in the economic pillar specifically focuses on contributing to building community welfare. KAI provides funding to enhance the capabilities of micro and small business operators to become resilient and self-reliant. This includes providing business capital loans to UMK through Bank BRI, as outlined in the Ministry of SOEs Letter Number: S-721/MBU/11/2022 dated November 10, 2022, regarding the “Micro and Small Business Funding Program Cooperation”. The PUMK funds distributed through Bank BRI cover regions such as Bandung, Malang, Medan, Padang, Purwokerto, and Yogyakarta, with plans to gradually expand to other areas in Indonesia.

Priority programs in the field of MSME Development of PT KAI (Persero) in 2024 were realized 4 (four) programs, namely MiKA Hasanah with an output realization of 22 MSMEs, MiKA Go Global with an output realization of 31 MSMEs, MiKA Next Class with an output realization of 136 MSMEs, Teras UMK with an output realization of 20 MSMEs, and MiKA Exhibition with an output realization of 21 MSMEs. In 2024, KAI distributed business capital funding to Bank BRI amounting to Rp3,500,000,000 which has been distributed to all of the Company's fostered MSMEs.



Di samping itu, KAI juga memiliki program-program pembinaan lainnya, antara lain:

### 1. MiKA Hasanah

Program untuk penguatan profile usaha dengan upgrading kompetensi baik dasar ataupun lanjut. Pada tahun 2024, KAI telah memfasilitasi sertifikasi Hak Kekayaan Intelektual (HKI) dan sertifikasi halal bagi UMK mitra binaan, sebagai bentuk dukungan terhadap legalitas, daya saing dan keberlanjutan usaha para UMK mitra binaan.

### 2. MiKA Go Global

Program yang mengikutsertakan mitra binaan dalam pameran yang diselenggarakan oleh pihak eksternal dalam negeri maupun luar negeri untuk memperkenalkan produk mitra binaan kepada khalayak yang lebih luas. Melalui program ini pada tahun 2024 KAI telah mengikutsertakan UMK mitra binaan dalam berbagai kegiatan promosi dan pengembangan usaha, antara lain pameran The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024, Yatimpreneur 2024, Bazaar Ramadhan di Stasiun Malang Kota Baru, Pameran Adiwastra Nusantara 2024, KAI Goes to Campus, Bazar UMKM "Jelajah Kuliner Nusantara", dan Modest Fashion Trade Show di Turkiye. Keikutsertaan ini bertujuan untuk memberikan kesempatan bagi UMK Mitra Binaan dalam memperkenalkan produk mereka, memperluas jaringan pasar, serta meningkatkan daya saing di berbagai sektor industri.

### 3. MiKA Next Class

Program pelatihan yang diberikan dalam meningkatkan Pengembangan UMK. Pada tahun 2024, KAI mengikutsertakan UMK Mitra Binaan dalam berbagai pelatihan yang bertujuan untuk meningkatkan kapasitas dan keterampilan, antara lain pelatihan 'UMK Mitra Binaan Siap Go Digital' untuk membangun bisnis berkelanjutan dengan memanfaatkan teknologi digital, pelatihan 'Motivasi & Growth Mindset' bagi UMKM untuk mengembangkan pola pikir yang mendukung kesuksesan sebagai seorang entrepreneur, pelatihan untuk pegiat UMKM di wilayah Ambarawa, yang bertujuan untuk memberikan keterampilan praktis dan pengetahuan dalam mengelola usaha mereka secara lebih efisien dan produktif.

Program ini dirancang untuk memperkuat kapasitas UMK Mitra Binaan dalam menghadapi tantangan pasar dan mendukung pertumbuhan bisnis yang lebih baik.

Additionally, KAI implements various mentoring programs, such as:

### 1. MiKA Hasanah

This program is aimed at strengthening business profile by upgrading basic and advanced competencies. In 2024, KAI facilitated Intellectual Property Rights (IPR) certification and halal certification for fostered MSME partners, as a form of support for the legality, competitiveness, and sustainability of the fostered MSME partners.

### 2. MiKA Go Global

A program that involves fostered partners in exhibitions held by external parties both domestically and internationally to introduce their products to a wider audience. Through this program, PT KAI involves Fostered MSME Partners in various promotional and business development activities, including The 24th Jakarta International Handicraft Trade Fair - INACRAFT 2024 exhibition, Yatimpreneur 2024, Ramadhan Bazaar at Malang Kota Baru Station, Adiwastra Nusantara Exhibition 2024, KAI Goes to Campus, MSME Bazaar "Jelajah Kuliner Nusantara" (Indonesian Culinary Tour), and Modest Fashion Trade Show in Turkey. This participation aims to provide opportunities for Fostered MSME Partners to introduce their products, expand market networks, and increase competitiveness in various industrial sectors.

### 3. MiKA Next Class

Training programs provided to improve MSME Development. In 2024, KAI involved Fostered MSME Partners in various training through this program, which is aimed at improving capacity and skills, including the 'Fostered MSME Partners Ready to Go Digital' Training to build sustainable businesses by utilizing digital technology, the 'Motivation & Growth Mindset' Training for MSMEs to develop a mindset that supports success as an entrepreneur, Training for MSME activists in the Ambarawa area, aimed at providing practical skills and knowledge in managing their businesses more efficiently and productively.

This program is designed to strengthen the capacity of Fostered MSME Partners in facing market challenges and supporting better business growth.



#### 4. MiKA Creative Space

Program untuk mengkolaborasi para UMK dengan mengarahkan spesialisasi bisnis masing-masing agar lebih fokus dan berkembang di masa akan datang. Melalui program ini pada tahun 2024, KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai kegiatan pengembangan usaha, antara lain: Partisipasi dalam Karya Nyata Festival, dengan memberikan kesempatan bagi mereka untuk menunjukkan produk unggulannya kepada publik, Peningkatan fasilitas digital dengan melakukan upgrade toko Tenant Teras UMK Stasiun Bandung pada aplikasi iSeller, guna mendukung kemajuan dan kemudahan akses bagi pelanggan dalam membeli produk secara daring. Program ini bertujuan untuk memperluas jangkauan pasar dan meningkatkan visibilitas produk UMK Mitra Binaan melalui berbagai platform, baik fisik maupun digital.

#### 5. MiKA Exhibition

Program untuk memberikan ruang kepada UMK mitra binaan untuk memamerkan produk pada suatu event sesuai dengan tema tertentu untuk bisa memberikan ruang pembelajaran langsung maupun tidak langsung agar UMK mitra binaan dapat berkembang dan maju. Melalui program ini pada tahun 2024, KAI mendukung partisipasi UMK Mitra Binaan dalam berbagai acara dan festival penting, antara lain: Karya Nyata Festival Tahun 2024 Vol. 10 di Jawa Timur, yang memberikan kesempatan kepada UMK untuk memamerkan produk dan karya unggulan mereka, KAI TJSL Fest Tahun 2024, sebuah acara yang bertujuan untuk memperkenalkan dan mempromosikan produk UMK Mitra Binaan, sekaligus memperluas jaringan mereka dalam komunitas bisnis yang lebih luas.

Program TJSL lainnya yang dijalankan oleh Perseroan, antara lain:

##### 1. Program Rail Clinic

Program ini untuk memberikan layanan kesehatan kepada masyarakat yang kurang beruntung, khususnya di daerah yang kurang terjangkau. Layanan kesehatan dilakukan di atas kereta api yang dilengkapi dengan fasilitas kesehatan tingkat pertama, termasuk pemeriksaan medis dan konsultasi.

##### 2. Program Rail Library

Program ini dijalankan untuk memberikan layanan edukasi kepada masyarakat yang kurang mampu, terutama di daerah yang kurang terjangkau. Kereta api disulap menjadi perpustakaan yang dilengkapi buku-buku untuk berbagai usia dan fasilitas e-library yang dapat dinikmati oleh masyarakat.

#### 4. MiKA Creative Space

A program to collaborate with MSMEs by directing their respective business specializations to be more focused and develop in the future. Through this program, PT KAI supports the participation of Fostered MSME Partners in various business development activities, including: Participation in the Karya Nyata Festival, by providing them with the opportunity to show their superior products to the public, improving digital facilities by upgrading the MSME Bandung Station Tenant Teras store on the iSeller application, to support progress and ease of access for customers in purchasing products online. This program aims to expand market reach and increase the visibility of Fostered MSME Partners' products through various physical and digital platforms.

#### 5. MiKA Exhibition

A program to provide space for Fostered MSME Partners to exhibit products at an event according to a certain theme to be able to provide direct and indirect learning space, thus allowing Fostered MSME Partners to develop and advance. Through this program, PT KAI supports the participation of Fostered MSME Partners in various important events and festivals, including: Karya Nyata Festival 2024 Vol. 10 in East Java, which provides an opportunity for MSMEs to showcase their superior products and works, KAI CSER Fest 2024, an event that aims to introduce and promote Fostered MSME Partners' products, while expanding their networks in the wider business community.

Other CSER programs run by the Company include:

##### 1. Rail Clinic Program

This program is to provide health services to disadvantaged communities, especially in underserved areas. Health services are carried out on trains equipped with first-level health facilities, including medical examinations and consultations.

##### 2. Rail Library Program

This program is run to provide educational services to disadvantaged communities, especially in underserved areas. Trains are transformed into libraries equipped with books for various ages and e-library facilities that can be enjoyed by the community.

Pada tahun 2024 Program Rail Clinic dan Program Rail Library telah melakukan kunjungan sebanyak 7.076 di 17 lokasi pelaksanaan kegiatan bakti sosial.

In 2024, the Rail Clinic Program and Rail Library Program made 7,076 visits to 17 locations for social service activities.

### 3. Program Rail Kids Daycare

Program diresmikan bertepatan dengan HUT KAI ke-79. Program ini bertujuan untuk memberikan layanan penitipan anak untuk pekerja KAI demi menciptakan lingkungan kerja yang sehat dan mengoptimalkan produktivitas pekerja. Rail Kids Daycare berlokasi di lantai dasar KAI Fetaria.

### 3. Rail Kids Daycare Program

The program was inaugurated to coincide with KAI's 79th Anniversary. This program aims to provide childcare services for KAI employees in order to create a healthy work environment and optimize employee productivity. Rail Kids Daycare is located on the ground floor of KAI Fetaria.

#### Program yang Diukur dengan Metode Social Return on Investment (SROI)

KAI menjalankan tanggung jawab sosial untuk memberikan nilai tambah bagi Perseroan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel melalui penilaian *Return On Investment* (ROI). ROI mengukur dan menggali seberapa besar nilai sosial, lingkungan dan ekonomi yang tercipta dari implementasi program dengan membandingkan *net present value of benefits* (total outcome dari aspek ekonomi, sosial, dan lingkungan) dengan *net present value of investment* (keseluruhan input baik dana, barang, dan waktu). Perseroan dapat memperkirakan nilai investasi yang dikeluarkan untuk setiap program yang ditetapkan (*initial investment amount*) dan nilai manfaat atas investasi yang diterima oleh penerima manfaat (*impact value*). Berikut program TJSL yang dijalankan Perseroan yang diukur dengan metode *Social Return on Investment* (SROI)

#### Programs Measured by the Social Return on Investment (SROI) Method

KAI carries out its goal of contributing to value creation for the company through principles that are integrated, targeted, and measurable in their impact, as well as accountable through the assessment of return on investment (ROI). ROI measures and explores the extent of social, environmental, and economic value created from program implementation by comparing the net present value of benefits (the total outcome from economic, social, and environmental aspects) with the net present value of investment (all inputs including funds, goods, and time). The company can estimate the investment value expended for each established program (initial investment amount) and the benefit value received by the beneficiaries (impact value). The following are the CSER programs run by the Company which are measured using the Social Return on Investment (SROI) method:

| No. | Program                                                         | Alokasi Dana / Fund Allocation (Rp) | Input                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Output                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Jenis Program / Program Type |
|-----|-----------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1   | Pembinaan MiKA (Skor SROI 2,4) / MiKA Guidance (SROI Score 2.4) | 297.465.098                         | <ul style="list-style-type: none"> <li>Bantuan Pelatihan UMK Mitra Binaan Siap Go Digital 24 UMK / Training Assistance of Fostered MSME Partners Ready to Go Digital for 24 MSMEs</li> <li>Bantuan Sertifikasi HKI 20 UMK / IPR Certification Assistance for 20 MSMEs</li> <li>Bantuan Sertifikasi Halal Produk 2 UMK / Certification Assistance of Halal Products for 2 MSMEs</li> <li>Bantuan Pelatihan Motivasi &amp; Growth Mindset Bagi UMKM untuk Menjadi Entrepreneur Sukses 65 UMK / Training Assistance of Motivation &amp; Growth Mindset for MSMEs to Become Successful Entrepreneurs 65 MSMEs</li> </ul> | <ul style="list-style-type: none"> <li>Sebanyak 25 UMK Mitra Binaan PT KAI memperoleh peningkatan pengetahuan mengenai penguasaan pemasaran digital dan kemampuan untuk memperluas jangkauan pasar melalui platform daring. / 25 PT KAI's Fostered MSMEs gained increased knowledge regarding digital marketing mastery and the ability to expand market reach through online platforms.</li> <li>UMK mitra binaan PT KAI memperoleh peningkatan pendapatan dari perluasan jangkauan pasar melalui platform digital. / PT KAI's fostered MSME partners gained increased income from expanding market reach through digital platforms.</li> <li>Mitra UMK Binaan PT KAI memperoleh peningkatan pendapatan setelah memperoleh legalitas usaha. / PT KAI's Fostered MSME partners gained increased income after obtaining business legality.</li> <li>23 mitra UMK PT KAI memperoleh penghematan pembuatan sertifikat HKI. / 23 PT KAI's fostered MSME partners gained savings in making IPR certificates.</li> <li>2 mitra UMK memperoleh penghematan biaya sertifikasi produk halal. / 2 MSME partners managed to cut costs in halal product certification.</li> <li>UMK Mitra Binaan PT KAI, Bank BRI, dan Yayasan Pusaka memperoleh peningkatan pengetahuan mengenai motivasi bisnis bagi UMKM. / PT KAI's Fostered MSMEs, Bank BRI, and Yayasan Pusaka gained increased knowledge about business motivation for MSMEs.</li> <li>Pekerja mitra UMK binaan PT KAI memperoleh pendapatan. / Employees of PT KAI's Fostered MSME Partners gained income.</li> </ul> | Non CSV                      |

| No. | Program                                                                                                                                                                             | Alokasi Dana / Fund Allocation (Rp) | Input                                                                                                                                                                                                                                                                                                                                                    | Output                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Jenis Program / Program Type |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 2   | Program Desa Binaan (Sekolah Lansia)(Skor SROI 3,5)/ Foster Village Program (Elderly School)(SROI Score 3.5)                                                                        | 79.220.000                          | Bantuan program edukasi kepada lansia untuk mengikuti pendidikan lansia Sehat, Mandiri, Aktif, Produktif dan Bermartabat (SMART) melalui Sekolah Lansia Cicendo. / Educational program assistance for the elderly to participate in Healthy, Independent, Active, Productive and Dignified (SMART) elderly education through the Cicendo Elderly School. | <p>Outcome bagi Peserta Sekolah Lansia Cicendo / Outcomes for Cicendo Elderly School Participants:</p> <ul style="list-style-type: none"><li>• Peningkatan intensitas aktivitas fisik / Increased intensity of physical activity</li><li>• Peningkatan Kesehatan mental / Improved mental health</li><li>• Peningkatan kualitas tidur / Improved quality of sleep</li><li>• Peningkatan kualitas relasi sosial / Improved quality of social relations</li><li>• Peningkatan rasa percaya diri / Increased self-confidence</li><li>• Peningkatan kesadaran dan pencegahan penyakit beresiko pada lansia / Increased awareness and prevention of high-risk diseases in the elderly</li><li>• Peningkatan kesadaran dan pencegahan penyakit gigi pada lansia / Increased awareness and prevention of dental diseases in the elderly</li></ul> <p>Outcome bagi pendamping sekolah lansia Cicendo: / Outcome for Cicendo elderly school companions:</p> <ul style="list-style-type: none"><li>• Peningkatan kemampuan fasilitas lansia / Improvement of elderly facility capabilities</li></ul> <p>Outcome bagi Pemerintah Kota Bandung: / Outcome for Bandung City Government:</p> <ul style="list-style-type: none"><li>• Penghematan anggaran penyelenggaraan kegiatan ramah tamah lansia di Kecamatan Cicendo kota Bandung pada Tahun 2023 dan 2024 / Budget savings for organizing elderly friendly activities in Cicendo District, Bandung City in 2023 and 2024</li></ul> <p>Outcome bagi PT Kereta Api Indonesia (Persero): / Outcome for PT Kereta Api Indonesia (Persero):</p> <ul style="list-style-type: none"><li>• Meningkatkan citra perusahaan dalam hal Tanggung Jawab Sosial dan Lingkungan / Improvement of company image in terms of Social and Environmental Responsibility</li></ul> | Non CSV                      |
| 3   | Sosialisasi PERKA Bersama Railfans di Pintu Perlintasan Stasiun Kiara Condong (Skor SROI 2,8)/ PERKA Outreach with Railfans at Kiara Condong Station Crossing Gate (SROI Score 2.8) | 1.000.000                           | Memberikan edukasi dan sosialisasi PERKA (Perkeretapian) untuk meningkatkan masyarakat tentang pentingnya keselamatan dan keamanan dalam beraktivitas di sekitar jalur kereta api. / Providing PERKA (Railway) education and outreach to increase public awareness of the importance of safety and security in activities around railway lines.          | Railfans melaksanakan sosialisasi kepada masyarakat pengguna jalan di sekitar Kiara Condong untuk mematuhi rambu-rambu lalu lintas di perlintasan KA. / Railfans conducted outreach to road users around Kiara Condong to obey traffic signs at railway crossings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | CSV                          |

### Kinerja Program PUMK Tahun 2024

#### 1. Sumber Dana

Tahun 2024 Dana Program Pendanaan UMK (PUMK) bersumber dari:

- Pengembalian Pokok Pinjaman Program Pendanaan UMK (PUMK)
- Jasa Administrasi pinjaman, margin, atau bagi hasil Program Pendanaan UMK (PUMK)
- Hasil bunga deposit dan/ atau jasa giro dari dana Program Pendanaan UMK (PUMK) yang ditempatkan
- Sisa kas dana Program Pendanaan UMK (PUMK) tahun sebelumnya.

### 2024 PUMK Program Performance

#### 1. Source of Funds

In 2024, the funds for the UMK Funding (PUMK) Program come from:

- Repayment of Principal of the UMK Funding (PUMK) Program Loan
- Loan administration services, margins, or profit-sharing of the UMK Funding (PUMK) Program
- Interest on deposits and/or current account services from the UMK Funding (PUMK) Program funds placed
- Remaining cash from the UMK Funding (PUMK) Program of the previous year.

## 2. Penggunaan Dana

Tahun 2024 Penyaluran Program Pendanaan UMK (PUMK) dilakukan secara sinergi dengan PT Bank Rakyat Indonesia (Persero) Tbk sebagaimana Surat Menteri BUMN Nomor S-721/MBU/11/2022 tanggal 10 November 2022 perihal Kerja Sama Program Pendanaan Usaha Mikro dan Usaha Kecil ("Kerja Sama Program PUMK").

## 2. Use of Funds

In 2024, the distribution of the UMK Funding (PUMK) Program was conducted in synergy with PT Bank Rakyat Indonesia (Persero) Tbk as stated in the Letter of the Minister of State-Owned Enterprises Number S-721/MBU/11/2022 dated November 10, 2022, concerning Cooperation in the Micro and Small Business Funding Program ("PUMK Program Cooperation").

### Program & Realisasi TJSL CID dan Non CID Tahun 2024

### CSER CID and Non CID Programs and Realization in 2024

| No.          | Uraian / Description                                                             | RKA Tahun 2024 / 2024 RKA | Realisasi Tahun 2023 / 2023 Realization | Realisasi Tahun 2024 / 2024 Realization | %              |                |
|--------------|----------------------------------------------------------------------------------|---------------------------|-----------------------------------------|-----------------------------------------|----------------|----------------|
| (1)          | (2)                                                                              | (3)                       | (4)                                     | (5)                                     | (6) = (5)/(3)  | (7) = (5)/(4)  |
| 1            | Program PUMK (Termasuk Pembinaan) / PUMK Program (Including Guidance)            | 5.825.000.000             | 5.421.248.338                           | 5.824.907.968                           | 100,00%        | 107,45%        |
| 2            | Program TJSL d/h Bina Lingkungan / CSER Program, formerly Environmental Guidance | 16.500.000.000            | 14.999.621.732                          | 16.909.999.148                          | 100,00%        | 112,74%        |
| 3            | Community Relations                                                              | 735.000.000               | 368.300.500                             | 476.922.000                             | 64,89%         | 129,49%        |
| <b>Total</b> |                                                                                  | <b>23.060.000.000</b>     | <b>20.789.170.570</b>                   | <b>23.211.829.116</b>                   | <b>100,66%</b> | <b>111,65%</b> |

Merujuk pada tabel di atas, realisasi nilai anggaran untuk program TJSL CID, Non CID, dan Dana KAI Peduli tercapai sebesar Rp23.211.829.116,- atau 100,66% dari RKA tahun 2024 sebesar Rp23.060.000.000,-.

Referring to the table above, the budget value realization for the CSER CID, Non-CID, and KAI Care Fund programs reached Rp23,211,829,116 or 100.66% of the 2024 RKA of Rp23,060,000,000.

Adapun tantangan/Kendala Pelaksanaan TJSL diantaranya:

The challenges/obstacles to implementing CSER include:

| No. | Uraian / Description                                                                                                                                              | Usulan Tindaklanjut / Follow-up Proposal                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Belum Optimalnya Kinerja Komite TJSL di Daerah Operasi dan Divisi Regional / Suboptimal Performance of CSER Committee in Operational Areas and Regional Divisions | Usulan struktur organisasi di daerah selevel Asmen / Proposed organizational structure in the area at the Assistant Manager level                                                                                                                                                                                                                                                                                                                                   |
| 2   | Penyelesaian Piutang Kurang Lancar, Diragukan, Macet dan Bermasalah / Settlement of Substandard, Doubtful, Bad and Problematic Receivables                        | 1. Meningkatkan upaya monitoring dan penagihan / Increasing monitoring and collection efforts<br>2. <i>Rescheduling</i> dan <i>Reconditioning</i> serta pengalihan ke Piutang Bermasalah / Rescheduling and Reconditioning and transfer to Problematic Receivables<br>3. Koordinasi dengan Kementerian BUMN tentang penghapusan Piutang Bermasalah / Coordination with the Ministry of State-Owned Enterprises regarding the elimination of Problematic Receivables |
| 3   | Kompetensi SDM TJSL di Pusat dan Daerah / CSER Human Capital Competence in Center and Regions                                                                     | 1. Peningkatan Kompetensi SDM yang membidangi TJSL dengan pelatihan antara lain SDG, ISO 26000, Analisa Kredit, <i>Basic Finance</i> , dll. / Increasing the Competence of Human Capital in charge of CSER with training including SDGs, ISO 26000, Credit Analysis, Basic Finance, etc.<br>2. <i>Benchmarking</i> ke BUMN lain / Benchmarking to other SOEs                                                                                                        |
| 4   | Transformasi Digital Aplikasi TJSL / Digital Transformation of the CSER Application                                                                               | Dalam proses <i>development</i> aplikasi TJSL oleh tim IT PT KAI (Persero) / In the process of developing the CSER application by the IT team of PT KAI (Persero)                                                                                                                                                                                                                                                                                                   |

### Kebijakan Hak Asasi Manusia (HAM)

Pelanggaran Hak Asasi Manusia (HAM) oleh perusahaan terhadap pekerja memiliki berbagai risiko, baik bagi pekerja sendiri maupun bagi perusahaan. Bagi pekerja, risiko utama adalah terganggunya kesehatan fisik dan psikologis, serta menurunnya produktivitas dan semangat kerja. Bagi perusahaan, risiko yang lebih besar meliputi kerusakan reputasi, peningkatan biaya, dan bahkan ancaman keberlanjutan bisnis.

KAI berkomitmen menghormati hak asasi manusia sesuai dengan Prinsip-Prinsip Panduan Perserikatan Bangsa-Bangsa tentang Bisnis dan Hak Asasi Manusia (United Nations Guiding Principles on Business and Human Rights). Berangkat dari komitmen tersebut, KAI memiliki berbagai kebijakan yang mendukung perlindungan hak asasi manusia yang telah diunggah di website resmi KAI dan dapat diakses pada link [https://ppid.kai.id/media/konten/261\\_komitmen\\_direksi\\_kai\\_tentang\\_penerapan\\_kebijakan\\_ham.pdf](https://ppid.kai.id/media/konten/261_komitmen_direksi_kai_tentang_penerapan_kebijakan_ham.pdf). Kebijakan tersebut mewajibkan seluruh insan KAI Group wajib menjunjung tinggi dan mematuhi norma kesusilaan termasuk diantaranya perbuatan pencegahan dan penanganan pelecehan seksual di lingkungan KAI.

KAI memastikan terciptanya lingkungan kerja yang inklusif, kondusif dan produktif, saling menghormati, bebas dari diskriminasi, perundungan, pelecehan dan/atau bentuk kekerasan lainnya baik mental maupun fisik sebagaimana tertuang dalam Surat Edaran Nomor SE.U/KL.403/VII/1/KA-2022 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*).

Prinsip-prinsip *Respectful Workplace Policy* secara umum menentang keras perilaku diskriminasi, kekerasan dan pelecehan seksual, serta upaya menjaga keselamatan dan kesehatan kerja. Perseroan mewajibkan seluruh pekerja untuk menerapkan prinsip-prinsip *Respectful Workplace Policy* agar dapat tercipta lingkungan kerja yang saling menghargai dan menghargai, aman, adil, serta tidak terdapat perilaku diskriminasi, kekerasan, dan pelecehan dalam bentuk apapun.

Untuk memperkuat penerapan kebijakan HAM di lingkungan Perseroan, KAI telah memetakan risiko pelanggaran hak asasi manusia yang dapat terjadi di sekitar lingkungan Perseroan.

Sebagai upaya remediasi, KAI telah memiliki Sistem Pelaporan Dugaan Pelanggaran/Whistleblowing System (WBS) sebagai media untuk melaporkan indikasi pelanggaran terkait tindak pidana korupsi, tindak pidana lain yang berkaitan

### Human Rights Policy

Human Rights Violations by companies against employees have various risks, be it for the employees themselves or the company. For employees, the main risks are disruption to physical and psychological health, as well as decreased productivity and work enthusiasm. For companies, greater risks include reputational damage, increased costs, and even threats to business sustainability.

KAI is committed to respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights. Based on this commitment, KAI has various policies that support the protection of human rights that have been uploaded on KAI's official website and can be accessed at the link [https://ppid.kai.id/media/konten/261\\_komitmen\\_direksi\\_kai\\_tentang\\_penerapan\\_kebijakan\\_ham.pdf](https://ppid.kai.id/media/konten/261_komitmen_direksi_kai_tentang_penerapan_kebijakan_ham.pdf). This policy requires all KAI Group personnel to uphold and comply with moral norms, including the prevention and handling of sexual harassment in KAI's environment.

KAI ensures the creation of an inclusive, conducive, and productive work environment, with mutual respect, free from discrimination, bullying, harassment, and/or other forms of violence, both mental and physical, as stated in Circular Letter Number SE.U/KL.403/VII/1/KA-2022 concerning the *Respectful Workplace Policy*.

Generally, the *Respectful Workplace Policy* principles strongly oppose discriminatory behavior, violence, and sexual harassment, as well as efforts to maintain occupational safety and health. The Company requires all employees to apply the principles of the *Respectful Workplace Policy* to create a mutually respectful, appreciative, safe, and fair work environment that is free from discriminatory behavior, violence, and harassment in any form.

To strengthen the implementation of human rights policies within the Company, KAI has mapped the risks of human rights violations that may occur within the Company's environment.

As a remediation effort, KAI has a Whistleblowing System (WBS) as a medium to report indications of violations related to corruption, other crimes related to corruption, violations of the code of conduct, violations of employee discipline, acts



dengan korupsi, pelanggaran terhadap pedoman perilaku, pelanggaran disiplin pekerja, tindakan diskriminasi, tindakan kekerasan serta tindak pelecehan. Bagi pekerja yang terbukti melakukan pelanggaran HAM di lingkungan Perusahaan maka dikenakan hukuman disiplin sesuai dengan ketentuan yang berlaku di Perusahaan.

Selain memiliki Sistem Pelaporan Dugaan Pelanggaran, KAI juga menyediakan layanan konseling psikologis untuk pekerja yang menjadi korban pelanggaran HAM melalui Layanan Konseling Pekerja. Layanan ini didukung oleh Pekerja Internal KAI yang memiliki gelar psikolog profesional (bergelar S2 Profesi Psikologi) dan juga bekerja sama dengan Psikolog Profesional eksternal. Layanan Konseling pekerja ini dilakukan melalui tatap muka, telepon, chat, video call, dan mencakup isu terkait pekerjaan, keluarga, maupun masalah pribadi yang memengaruhi kinerja. Jika kasus dianggap serius, layanan internal dapat merekomendasikan rujukan ke lembaga psikologi eksternal untuk penanganan lanjutan.

Komitmen KAI menerapkan kebijakan HAM dan upaya Perseroan menentang perilaku kekerasan, pelecehan, dan anti diskriminasi membawa hasil positif yang tercermin dengan tidak terdapatnya pelanggaran HAM, perilaku kekerasan, pelecehan, dan anti diskriminasi pekerja sepanjang tahun 2024.

Kebijakan penerapan HAM tidak hanya diberlakukan di internal Perseroan, tetapi juga pada para pemasok/mitra yang bekerja sama dengan KAI. KAI mewajibkan para pemasok menghormati hak semua pekerja, mitra bisnis dan masyarakat yang terkena dampak di wilayah operasi mereka. Hal ini tertuang dalam Kode Etik Keberlanjutan Pemasok KAI dan telah diunggah di website resmi Perseroan [https://ppid.kai.id/media/konten/261\\_kodeetik.pdf](https://ppid.kai.id/media/konten/261_kodeetik.pdf).

Tujuan utama dari Kode Etik ini adalah untuk memastikan bahwa seluruh pemasok bekerja sesuai dengan standar etika yang tinggi, mendukung tata kelola perusahaan yang baik, serta berkontribusi terhadap keberlanjutan lingkungan dan sosial. KAI mewajibkan para pemasok dapat menerapkan dan mematuhi prinsip-prinsip yang diuraikan dalam Kode Etik Keberlanjutan Pemasok ini di seluruh aspek operasional mereka, baik di dalam maupun di luar Indonesia.

of discrimination, acts of violence and harassment. Workers who are proven to have committed human rights violations within the Company will be subject to disciplinary sanctions in accordance with the provisions applicable to the Company.

In addition to having a Whistleblowing System, KAI provides psychological counseling services for employees who are victims of human rights violations through the Worker Counseling Service. This service is supported by KAI Internal Workers who have professional psychology degrees (Master's degree in Psychology Profession) and also collaborate with external Professional Psychologists. This Worker Counseling Service is carried out through face-to-face, telephone, chat, video calls, and covers issues related to work, family, and personal problems that affect performance. The internal service can recommend a referral to an external psychology institution should the case be deemed serious for further treatment.

KAI's commitment to implementing human rights policies and the Company's efforts to oppose violent behavior, harassment, and anti-discrimination have brought positive results as reflected in the absence of human rights violations, violent behavior, harassment, and anti-discrimination of employees throughout 2024. (please confirm data)

The human rights implementation policy is not only applied internally to the Company, but it is to suppliers/partners who work with KAI as well. KAI requires suppliers to respect the rights of all employees, business partners, and communities affected by their operations. This is stated in the KAI Supplier Sustainability Code of Ethics and has been uploaded on the Company's official website [https://ppid.kai.id/media/konten/261\\_kodeetik.pdf](https://ppid.kai.id/media/konten/261_kodeetik.pdf).

This Code of Conduct has the main purpose of ensuring that all suppliers work in accordance with high ethical standards, support good corporate governance, and contribute to environmental and social sustainability. KAI requires suppliers to be able to implement and comply with the principles outlined in this Supplier Sustainability Code of Conduct in all aspects of their operations, both inside and outside Indonesia.

## ASPEK PELANGGAN

### Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen [OJK F.17]

KAI berkomitmen untuk memberikan layanan atas produk dan jasa yang setara dan inklusif bagi seluruh (100%) konsumen, termasuk pelanggan difabel, lansia, anak-anak, dan wanita hamil. Komitmen ini sebagai bentuk inklusi dan kepedulian. Komitmen tersebut diwujudkan melalui penyediaan *guiding block*, ruang laktasi, loket difabel dan toilet difabel, serta kursi roda bagi penumpang yang membutuhkan. Per 31 Desember 2024, KAI memiliki 81 *guiding block*, 74 ruang laktasi, 78 loket difabel, kursi prioritas di stasiun dan kereta, serta 163 toilet difabel yang tersebar di beberapa stasiun operasional KAI.

Untuk mengoptimalkan layanan, KAI melatih petugas untuk lebih responsif dalam membantu penyandang disabilitas. KAI memberikan pelatihan kepada *frontliner* yang mencakup berbagai aspek, seperti peningkatan keterampilan komunikasi, tata rias, dan bahkan peningkatan pengetahuan tentang melayani pelanggan disabilitas.

**Tabel Jumlah Guiding Block, Ruang Laktasi, Loket Difabel, dan Toilet Difabel**

| Wilayah Operasional /<br>Operational Area                     | Guiding Block | Ruang Laktasi /<br>Lactation Room | Loket Difabel /<br>Disabled Counter | Toilet Difabel /<br>Disabled Toilet |
|---------------------------------------------------------------|---------------|-----------------------------------|-------------------------------------|-------------------------------------|
| Daop 1 Jakarta / Operation Area 1 Jakarta                     | 10            | 5                                 | 5                                   | 13                                  |
| Daop 2 Bandung / Operation Area 2 Bandung                     | 8             | 6                                 | 10                                  | 20                                  |
| Daop 3 Cirebon / Operation Area 3 Cirebon                     | 2             | 4                                 | 3                                   | 7                                   |
| Daop 4 Semarang / Operation Area 4 Semarang                   | 7             | 5                                 | 3                                   | 7                                   |
| Daop 5 Purwokerto / Operation Area 5 Purwokerto               | 7             | 6                                 | 5                                   | 21                                  |
| Daop 6 Yogyakarta / Operation Area 6 Yogyakarta               | 8             | 5                                 | 3                                   | 12                                  |
| Daop 7 Madiun / Operation Area                                | 8             | 6                                 | 6                                   | 18                                  |
| Daop 8 Surabaya / Operation Area 8 Surabaya                   | 11            | 14                                | 28                                  | 14                                  |
| Daop 9 Jember / Operation Area 9 Jember                       | 6             | 2                                 | 4                                   | 12                                  |
| Divre I Sumatera Utara / Regional Division I North Sumatera   | 7             | 2                                 | 2                                   | 12                                  |
| Divre II Sumatera Barat / Regional Division II West Sumatera  | 1             | 7                                 | 0                                   | 10                                  |
| Divre III Palembang / Regional Division III Palembang         | 2             | 6                                 | 0                                   | 6                                   |
| Divre IV Tanjung Karang / Regional Division IV Tanjung Karang | 4             | 3                                 | 9                                   | 11                                  |

Selain itu, KAI memiliki layanan informasi publik yang dapat diakses oleh penyandang disabilitas melalui situs [www.ppid.kai.id](http://www.ppid.kai.id). Situs tersebut dilengkapi fitur khusus untuk penyandang disabilitas. Dengan instruksi direktori melalui suara, penyandang tuna netra dapat memperoleh informasi yang berkaitan dengan Perseroan.

## CUSTOMER ASPECT

### Commitment to Providing Equivalent Products and/or Services to Consumers [OJK F.17]

KAI is committed to providing equal and inclusive services for all (100%) consumers, including customers with disabilities, the elderly, children, and pregnant women. This commitment is a form of inclusion and care, which is realized by providing a guiding block, lactation room, disabled counter and disabled toilet, as well as wheelchairs for passengers who need them. As of December 31, 2024, KAI has 81 guiding blocks, 74 lactation rooms, 78 disabled counters, and 163 disabled toilets spread across several KAI operational stations.

To optimize services, KAI trains employees to be more responsive in assisting customers with disabilities. KAI provides training to frontliners which includes various aspects such as improving communication skills, makeup, and even increasing knowledge about serving customers with disabilities.

**Table of Number of Guiding Blocks, Lactation Rooms, Disabled Counters, and Disabled Toilets**

| Wilayah Operasional /<br>Operational Area                     | Guiding Block | Ruang Laktasi /<br>Lactation Room | Loket Difabel /<br>Disabled Counter | Toilet Difabel /<br>Disabled Toilet |
|---------------------------------------------------------------|---------------|-----------------------------------|-------------------------------------|-------------------------------------|
| Daop 1 Jakarta / Operation Area 1 Jakarta                     | 10            | 5                                 | 5                                   | 13                                  |
| Daop 2 Bandung / Operation Area 2 Bandung                     | 8             | 6                                 | 10                                  | 20                                  |
| Daop 3 Cirebon / Operation Area 3 Cirebon                     | 2             | 4                                 | 3                                   | 7                                   |
| Daop 4 Semarang / Operation Area 4 Semarang                   | 7             | 5                                 | 3                                   | 7                                   |
| Daop 5 Purwokerto / Operation Area 5 Purwokerto               | 7             | 6                                 | 5                                   | 21                                  |
| Daop 6 Yogyakarta / Operation Area 6 Yogyakarta               | 8             | 5                                 | 3                                   | 12                                  |
| Daop 7 Madiun / Operation Area                                | 8             | 6                                 | 6                                   | 18                                  |
| Daop 8 Surabaya / Operation Area 8 Surabaya                   | 11            | 14                                | 28                                  | 14                                  |
| Daop 9 Jember / Operation Area 9 Jember                       | 6             | 2                                 | 4                                   | 12                                  |
| Divre I Sumatera Utara / Regional Division I North Sumatera   | 7             | 2                                 | 2                                   | 12                                  |
| Divre II Sumatera Barat / Regional Division II West Sumatera  | 1             | 7                                 | 0                                   | 10                                  |
| Divre III Palembang / Regional Division III Palembang         | 2             | 6                                 | 0                                   | 6                                   |
| Divre IV Tanjung Karang / Regional Division IV Tanjung Karang | 4             | 3                                 | 9                                   | 11                                  |

In addition, KAI provides public information services that can be accessed by people with disabilities through the website [www.ppid.kai.id](http://www.ppid.kai.id). The site is equipped with special features for people with disabilities. Visually impaired visitors can obtain information related to the Company with voice directory instructions.

Di samping itu, penyandang tuna netra yang ingin mengajukan permohonan informasi publik dapat datang langsung ke kantor PPID (Pejabat Pengelola Informasi & Dokumentasi) KAI baik di pusat maupun di Daop/Divre. KAI telah menyediakan formulir permohonan informasi dan brosur lengkap dengan menggunakan huruf Braille serta menyediakan prasarana berupa *guiding block* di pintu masuk Kantor Pusat KAI yang mengarahkan ke ruang PPID.

Layanan yang setara juga diberikan KAI kepada para penyandang disabilitas yang menggunakan kursi roda. KAI menyediakan *ramp* atau jalan khusus untuk kursi roda dari depan pintu masuk Kantor Pusat KAI menuju ke ruang PPID. Sementara itu, untuk meningkatkan kenyamanan para pelanggan disabilitas tuna rungu dan tuna wicara, KAI menyediakan fasilitas video tentang layanan informasi publik KAI di ruang PPID dan akun Youtube Kereta Api Kita yang dilengkapi dengan bahasa isyarat dan *subtitle*.

KAI juga berfokus memberikan perhatian layanan yang nyaman dan aman kepada perempuan. KAI telah memiliki gerbong khusus perempuan (KKW) di KRL dan LRT Jabodebek, yang letaknya berada di ujung rangkaian kereta, baik di depan (gerbong nomor 1) atau di belakang (gerbong terakhir), dan ditandai dengan warna *pink*. Gerbong khusus ini bertujuan untuk memberikan ruang bagi wanita yang ingin menghindari desakan atau pelecehan seksual dari penumpang laki-laki. Selain itu, gerbong khusus ini juga bertujuan untuk memberikan rasa aman dan nyaman bagi wanita yang sering bepergian sendiri atau dengan anak kecil.

Upaya lain yang dilakukan KAI untuk mencegah terjadinya pelecehan seksual di lingkungan kereta api termasuk di stasiun dan kereta, yaitu melakukan kampanye dan sosialisasi anti pelecehan seksual bersama pihak terkait, baik dalam bentuk kegiatan *offline* di stasiun dan kereta. KAI juga melakukan sosialisasi dalam bentuk imbauan di dalam kereta melalui *announcer*, menayangkan *flyer* di TV kereta api, memasang poster di stasiun, dan mempublikasikan kampanye anti pelecehan seksual di akun media sosial KAI.

KAI menolak memberikan pelayanan kepada para pelaku yang melanggar etika dan berbuat asusila. KAI akan melakukan *blacklist* terhadap penumpang yang melakukan pelecehan seksual selama dalam perjalanan kereta api. Langkah tegas ini dilakukan oleh KAI sebagai upaya untuk mencegah terjadinya kekerasan seksual pada layanan KAI.

Additionally, visually impaired individuals who wish to request public information in person can visit the PPID (Information and Documentation Management Officer) office at KAI's central offices or offices in operational areas/regional divisions. KAI has provided information request forms and brochures in Braille, as well as guiding blocks at the entrance of KAI's Head Office leading to the PPID room.

KAI also provides equivalent services to wheelchair users. KAI provides ramps or special pathways from the entrance of KAI's Head Office to the PPID room. Meanwhile, for hearing and speech-impaired individuals, KAI has provided video facilities about KAI's public information services in the PPID room and on the "Kereta Api Kita" YouTube channel, which include sign language subtitles.

KAI also focuses on providing comfortable and safe service to women in the form of women-only train cars (KKW) in KRL and LRT Jabodebek, located at the end of the train, either in front (train car number 1) or behind (last train car), and are marked with the color pink. These special train cars are aimed at providing space for women who wish to avoid being pushed or sexually harassed by male passengers. Additionally, the special train cars are intended to provide a sense of security and comfort for women who often travel alone or with small children.

Other efforts that KAI conducts to prevent sexual harassment from happening in the railway environment, both at stations and on trains, include carrying out anti-sexual harassment campaigns and dissemination together with related parties, both in the form of offline activities at stations and on trains. KAI also performs dissemination in the form of announcements on trains, displaying flyers on train TVs, putting up banners/posters at stations, and publicizing anti-sexual harassment campaigns on KAI's social media accounts.

KAI refuses to provide services to perpetrators who violate ethics and commit immoral acts as well as blacklists passengers who commit sexual harassment during train travel. This firm step is taken by KAI as an effort to prevent sexual violence from occurring on KAI services.

Untuk meningkatkan kualitas layanan, KAI menyediakan berbagai saluran komunikasi yang dapat dimanfaatkan oleh pelanggan menyampaikan keluhan, kritik, dan saran, antara lain komunikasi tatap muka (*Customer Service on-Station dan Customer Service on-Train*), via telepon, maupun komunikasi melalui media sosial.

Setiap progres penanganan keluhan dipantau hingga selesai karena seluruh saluran pelayanan pelanggan tersebut dijalankan secara terintegrasi melalui CRM (*Customer Relationship Management*). Tanggapan atas seluruh keluhan tersebut menggunakan parameter *Key Performance Indicators* (KPI) 90%. Dalam waktu 30 menit, CRM harus segera direspons dan ditindaklanjuti. Penanganan keluhan pelanggan sejak masuk ke CRM sampai selesai dipantau hingga ke tingkat Manajer. Jika petugas Customer Relation (petugas yang meneruskan dan menyelesaikan masalah) belum dapat menyelesaikan masalah dalam waktu 30 menit, maka notifikasi akan diteruskan ke *team leader*. Jika berlanjut sampai 60 menit, maka Manajer yang bersangkutan akan mendapatkan notifikasi untuk segera menyelesaikan keluhan yang diterima. Prosedur tersebut dilakukan KAI sebagai upaya terus-menerus dalam menjaga kepuasan pelanggan. [GRI 2-25, 2-26, 418-1]

Komitmen kuat KAI untuk memberikan layanan produk dan jasa yang setara kepada seluruh (100%) konsumen membawa Perseroan berhasil meraih Penghargaan Badan Publik untuk kategori BUMN pada Anugerah Keterbukaan Informasi Publik 2024. Pencapaian ini merupakan bukti nyata dari komitmen KAI dalam menerapkan prinsip *Good Corporate Governance* dan menyediakan akses informasi yang inklusif untuk seluruh masyarakat, termasuk penyandang disabilitas. Prestasi ini memotivasi KAI untuk terus meningkatkan kualitas pelayanan informasi publik dan menghadirkan inovasi baru untuk memberikan pengalaman yang lebih baik bagi masyarakat, sehingga tercipta layanan yang unggul, berkualitas, dan inklusif.

#### **Inovasi dan Pengembangan Produk/Jasa Keuangan Berkelanjutan [OJK F.26]**

Industri transportasi kini semakin dituntut untuk adaptif dan inovatif agar dapat menghadapi berbagai tantangan. Atas dasar itu, KAI berkomitmen untuk melakukan akselerasi transformasi. Salah satu transformasi yang dilakukan adalah mengembangkan inovasi digitalisasi layanan, yang tujuan memberi kemudahan pelanggan dalam mengakses produk/jasa yang dimiliki KAI serta memudahkan proses kerja pekerja.

To improve service quality, KAI provides various communication channels that customers can utilize, including face-to-face communication (*Customer Service on-Station and Customer Service on-Train*), via telephone, and through social media.

All customer service channels are integrated through a Customer Relationship Management (CRM) system, allowing the progress of each complaint to be monitored until completion. All complaints received must receive a response with a Key Performance Indicator (KPI) benchmark of 90%. Within 30 minutes, the CRM must respond and follow up on the complaint. The handling of customer complaints from the time they enter the CRM until completion is monitored up to the Manager level. If the Customer Relation officer (the officer who forwards and resolves the problem) cannot resolve the problem within 30 minutes, the notification is forwarded to the team leader. If the issue persists for 60 minutes, the manager concerned will receive a notification to resolve the complaint immediately. This procedure is carried out by KAI as a continuous effort to maintain customer satisfaction. [GRI 2-25, 2-26, 418-1]

KAI is strongly committed to providing equal service and product access to all (100%) of our customers, which leads the Company to successfully receive the Public Agency Award for the BUMN category at the 2024 Public Information Transparency Award. This achievement is concrete evidence of KAI's commitment to implementing Good Corporate Governance principles and providing inclusive access to information for the entire community, including persons with disabilities. This achievement motivates KAI to continuously improve the quality of public information services and present new innovations to provide a better experience for the community, allowing superior, quality, and inclusive services to be realized.

#### **Innovation and Development of Sustainable Financial Products/Services [OJK F.26]**

Nowadays, the transportation industry is increasingly required to be adaptive and innovative to face various challenges. On that basis, KAI is committed to accelerating transformation, and one of the transformations carried out is developing digital service innovations, aimed at facilitating customer access to KAI's products/services and simplifying employee workflows.

Terdapat empat bidang layanan inovasi BUMN, antara lain:

1. Layanan penumpang.
2. Layanan transportasi barang atau logistik.
3. Peningkatan keamanan dengan kamera CCTV di kereta, stasiun, sistem deteksi gangguan otomatis, dan petugas keamanan *on-board*.
4. Digitalisasi dan otomatisasi pekerjaan kantor yang bersifat rutin serta banyak, termasuk penggunaan sensor *Internet of Things* (IoT) untuk memantau beberapa kinerja mesin.

Inovasi layanan penumpang meliputi peluncuran kereta *compartment suite*, kelas *luxury* dan desain interior kereta baru yang lebih ergonomis; penyediaan layanan kereta wisata tematis dengan layanan eksklusif untuk segmen tertentu; serta pengembangan aplikasi Access by KAI untuk pembelian tiket kereta, *reschedule*, *refund*, dan check-in berbasis QR code.

Untuk meningkatkan kenyamanan pelanggan, KAI mengembangkan berbagai macam fitur dan layanan di aplikasi Access by KAI dengan versi terbaru yaitu versi 6.9.11 sampai 2024. KAI senantiasa menjaga pelayanan prima bagi seluruh penumpang, di antaranya dengan memberikan kemudahan kepada pelanggan dalam genggam yaitu dalam bentuk aplikasi. Hingga tahun 2024, KAI memiliki aplikasi sebagai berikut:

#### Aplikasi Mobile Access by KAI

Access by KAI terus mengalami pengembangan untuk meningkatkan kenyamanan dan kemudahan pelanggan dalam merencanakan serta menikmati perjalanan mereka. Tidak hanya berfungsi sebagai *platform* pembelian tiket kereta api jarak jauh, lokal, KRL, KA Bandara, LRT Jabodebek, dan KCJB Whoosh, aplikasi ini kini semakin terintegrasi dengan kebutuhan perjalanan multimoda dan berbagai layanan pendukung lainnya. Beberapa pengembangan dan fitur utama yang telah hadir maupun tengah dikembangkan antara lain:

1. **Integrasi Layanan Perjalanan dan Pendukung**
  - a. **Integrasi Antarmoda:** Pemesanan layanan *first mile* dan *last mile* bekerja sama dengan Taksi Bluebird dan Bus DAMRI.
  - b. **Trip Planner & Pemesanan Hotel:** Merencanakan *itinerary* lengkap dan pemesanan hotel dalam satu aplikasi.
  - c. **Live Tracking:** Pelacakan perjalanan kereta secara real-time
  - d. **Add Infant & Add Ticket:** Fitur untuk menambahkan pemesanan penumpang bayi serta memasukkan tiket dari channel pembelian lain ke dalam Access by KAI.

The four areas of SOE innovation services include:

1. Passenger services.
2. Freight or logistics transportation services.
3. Increased security with CCTV cameras on trains, stations, automatic intrusion detection systems, and on-board security officers.
4. Digitalization and automation of routine and numerous office work, including the use of Internet of Things (IoT) sensors to monitor several machine performances.

Passenger service innovations include the launch of compartment suite trains, luxury class, and new, more ergonomic train interior designs; provision of thematic tourist train services with exclusive services for certain segments; and development of the Access by KAI application for purchasing train tickets, rescheduling, refunds, and QR code-based check-in.

To increase customer comfort, KAI has developed various features and services in the Access by KAI app, with the latest version being 6.9.11 as of 2024. KAI always maintains excellent service for all passengers, which includes providing convenience to customers in the form of an application. As of 2024, KAI has the following applications:

#### Access by KAI Mobile Application

Access by KAI continues to undergo development aimed at improving customer comfort and convenience in planning and enjoying their trips. Not only functioning as a platform for purchasing long-distance, local, KRL, Airport Train, Jabodebek LRT, and KCJB Whoosh train tickets, this application is now increasingly integrated with multimodal travel needs and various other supporting services. Some of the main developments and features that have been present or are being developed include:

1. **Integration of Travel and Support Services**
  - a. **Intermodal Integration:** Booking first mile and last mile services in collaboration with Bluebird Taxis and DAMRI Buses.
  - b. **Trip Planner & Hotel Booking:** Planning a complete itinerary and hotel bookings in one application.
  - c. **Live Tracking:** Real-time train travel tracking.
  - d. **Add Infant & Add Ticket:** A feature to add infant passenger bookings and enter tickets from other purchase channels into Access by KAI.



- e. **Asuransi Perjalanan:** Menyediakan layanan tambahan pemesanan asuransi tambahan yang mencakup pengembalian dana 100% dan perlindungan diri selama perjalanan.

## 2. Layanan Transaksi dan Pembayaran

- a. **KAI Pay:** Dompet digital untuk pembayaran berbagai layanan, termasuk transaksi menggunakan QRIS.
- b. **Payment Point Online Bank (PPOB):** Pembelian pulsa, paket data, dan token listrik.
- c. **Top Up KMT:** Pengisian saldo Kartu Multi Trip milik PT KCI langsung dari aplikasi.
- d. **Tersedia Banyak Pilihan Metode Pembayaran:** Pada Access by KAI tersedia berbagai macam metode pembayaran yang mendukung layanan penumpang seperti Paylater, QRIS, E-wallet, Kartu Kredit, Direct Debit, Gerai Retail, ATM, Mobile Banking dan Internet Booking.

## 3. Kenyamanan dan Kemudahan Pengguna

- a. **Railfood:** Pemesanan makanan dan minuman yang dapat dilakukan sebelum keberangkatan atau saat dalam perjalanan.
- b. **Loyalty Program:** Pengembangan program Railpoint dimana Railpoint bisa ditukarkan untuk pembelian tiket kereta api dan juga ditukarkan dengan berbagai merchant yang bekerjasama seperti MAP Club dan Mayasari.
- c. **Layanan Hiburan Premium:** Menyediakan konten hiburan eksklusif untuk kenyamanan pelanggan selama perjalanan.
- d. **Jadwal Salat:** Informasi waktu salat berdasarkan lokasi pengguna, sebagai bentuk layanan yang inklusif.
- e. **Popup Banner:** Menampilkan informasi promosi dan pengumuman penting secara langsung dalam aplikasi.

## 4. Kemudahan Akses dan Pengelolaan Tiket

- a. **Transfer Tiket, Pembatalan & Ubah Jadwal:** Fitur yang semakin disempurnakan untuk memberikan fleksibilitas dalam pengelolaan perjalanan.
- b. **Registrasi dengan Face Recognition:** Teknologi pengenalan wajah untuk meningkatkan keamanan dan mempermudah proses registrasi akun.
- c. **ePorter:** Layanan pemesanan porter secara langsung melalui aplikasi.
- d. **Penyempurnaan UI/UX:** Berdasarkan evaluasi performa aplikasi dan masukan pelanggan.

- e. **Travel Insurance:** Provides additional insurance booking services that include a 100% refund and personal protection during the trip.

## 2. Transaction and Payment Services

- a. **KAI Pay:** Digital wallet for payment of various services, including transactions using QRIS.
- b. **Payment Point Online Bank (PPOB):** Purchase of credit, data packages, and electricity tokens.
- c. **Top Up KMT:** Top up the balance of PT KCI's Multi Trip Card directly from the application.
- d. **Many Payment Method Options Available:** Access by KAI provides various payment methods that support passenger services, such as Paylater, QRIS, E-wallet, Credit Card, Direct Debit, Retail Outlets, ATMs, Mobile Banking, and Internet Booking.

## 3. User Convenience and Ease

- a. **Railfood:** Food and beverage orders that can be made before departure or while traveling.
- b. **Loyalty Program:** Development of the Railpoint program where Railpoints can be exchanged for train ticket purchases and also exchanged with various collaborating merchants such as MAP Club and Mayasari.
- c. **Premium Entertainment Services:** Providing exclusive entertainment content for customer convenience during the trip.
- d. **Prayer Schedule:** Prayer time information based on user location, as a form of inclusive service.
- e. **Popup Banner:** Displaying promotional information and important announcements directly in the application.

## 4. Ease of Access and Ticket Management

- a. **Ticket Transfer, Cancellation & Change Schedule:** Features that are increasingly enhanced to provide flexibility in travel management.
- b. **Registration with Face Recognition:** Facial recognition technology for improving security and simplifying the account registration process.
- c. **ePorter:** Porter booking service directly through the application.
- d. **UI/UX Improvement:** Based on application performance evaluation and customer feedback.

Hingga akhir tahun 2024, aplikasi Access by KAI telah diunduh sebanyak 26.504.433 kali, dengan 21.219.291 pengguna terdaftar dan sekitar 7.347.043 pengguna aktif bulanan. Aplikasi ini terus menjadi bagian penting dalam transformasi digital PT Kereta Api Indonesia, menghadirkan solusi perjalanan yang modern, nyaman, dan terintegrasi bagi masyarakat Indonesia.

Sementara pada inovasi keamanan dalam pengangkutan rel, KAI telah berhasil melakukan pengangkutan rel untuk jenis berat 60 dengan panjang 50 meter secara lancar, aman dan tepat waktu. Inovasi ini dapat menambah kualitas dan cakupan rel kereta api sehingga semakin dapat berkontribusi bagi kemajuan Indonesia.

KAI juga melakukan inovasi pada KAI Commuter dan LRT Jabodebek. KAI Commuter terus menghadirkan inovasi, seperti CCTV *analytic*, *water station*, *shelter bike*, *vending machine* ramah disabilitas, serta peningkatan fasilitas mushola dan area tunggu. Ke depan, KAI Commuter pun akan meluncurkan kartu disabilitas, mengembangkan CCTV *analytic* lebih lanjut, dan menyediakan alat pengering payung untuk kenyamanan maksimal di stasiun.

Untuk layanan transportasi barang atau logistik, KAI mengembangkan dua inovasi yaitu:

#### 1. Pengoperasian kereta barang untuk pengiriman kargo yang lebih cepat dan efisien.

KAI mengembangkan inovasi sinergi produk berupa integrasi angkutan *general cargo* (GenCo) *Door-to-Door* (D2D) multimoda menggunakan *platform* integrator. Platform ini mengintegrasikan data dan informasi aliran barang, mulai dari pelanggan *order*, proses *pick up*, proses material *handling* di stasiun pemberangkatan, *handling* di *outlet* layanan / *drop point*, bongkar dan muat di stasiun tujuan hingga *delivery*/penghantaran ke penerima (*consignee*) di *last mile services*.

Model Angkutan GenCo Multimoda menawarkan value proposition baru kepada pelanggan, antara lain kemudahan akses, kemudahan *monitoring*, kemudahan pembayaran, dan jaminan waktu lebih cepat serta total biaya pengiriman yang kompetitif. Hasil evaluasi uji coba telah memberikan *value added* dan berdampak pada tarif logistik dan waktu pengiriman, seperti berikut:

- a. Tarif D2D (*Single Tariff*) berkurang sekitar 10% dari tarif *existing*.

The Access by KAI application had been downloaded 26,504,433 times by the end of 2024, with 21,219,291 registered users and around 7,347,043 monthly active users. This application continues to be an important part of PT Kereta Api Indonesia's digital transformation, providing modern, comfortable, and integrated travel solutions for Indonesians.

Meanwhile, in terms of rail transportation security innovation, KAI has successfully transported rails with a weight of 60 kg and a length of 50 meters smoothly, safely, and on time. This improvement will enhance the quality and coverage of railway tracks, further contributing to Indonesia's movement.

KAI innovates on KAI Commuter and LRT Jabodebek as well. KAI Commuter continues to present innovations, such as CCTV analytics, water stations, bike shelters, disability-friendly vending machines, and improvements to prayer room facilities and waiting areas. In the future, KAI Commuter will also launch disability cards, further develop CCTV analytics, and provide umbrella dryers for maximum comfort at stations.

For goods or logistics transportation services, KAI has developed two innovations, namely:

#### 1. Freight train operations for faster and more efficient cargo delivery.

KAI has developed a product synergy innovation in the form of integrated multimodal door-to-door (D2D) general cargo (GenCo) transportation using an integrator platform. This platform integrates data and information on the flow of goods, from customer orders, through the pick-up process, material handling at departure stations, handling at service outlets/drop points, loading and unloading at destination stations, and delivery to the consignee (last mile services).

The GenCo Multimodal Transportation model offers new value propositions to customers, including ease of access, monitoring, payment convenience, and guaranteed faster delivery times and competitive total shipping costs. Trial evaluation results have provided added value and impacted logistics rates and delivery times, as follows:

- a. D2D (*Single Tariff*) rates are reduced by approximately 10% compared to existing rates.

- b. *Total Traveling Time* (sebagai *Service Level Agreement/SLA*) layanan D2D yang *seamless logistics* dan dapat berkurang hingga 12 jam dari waktu *existing*.

Program pengembangan selanjutnya, antara lain menambahkan *value proposition* baru berupa deklarasi produksi emisi karbon (*carbon foot print*) dalam Angkutan GenCo D2D Multimoda.

## 2. Sinergi kerjasama dengan mitra untuk menciptakan layanan yang efektif

KAI terus melakukan inovasi sinergi kerjasama dengan mitra angkutan barang untuk menciptakan layanan angkutan barang yang lebih efektif. Sinergi kerjasama ini diwujudkan dalam koordinasi pengelolaan bongkar muat, penerapan terpadu *standard operating procedure* (SOP) di terminal barang, peningkatan efektivitas WPKA (Waktu Peredaran Kereta Api) dan WTT (Waktu Tunggu Terminal), penambahan stamformasi sarana (SF) dan optimasi kecepatan kereta api, serta integrasi sistem informasi. Sinergi kerjasama dan integrasi ini mampu meningkatkan volume angkutan barang dari 63,7 juta ton (2023) menjadi 69,2 juta ton (2024), peningkatan *on time performance* KA Barang dari 88% (2023) menjadi 95% (2024), dan pendapatan angkutan barang meningkat dari 11,6 trilyun rupiah (2023) menjadi 12,7 trilyun rupiah (2024).

KAI bertekad untuk terus melakukan pengembangan inovasi agar dapat menjawab kebutuhan pelanggannya dan meningkatkan daya saing. Melalui strategi ini, KAI dapat menjaga kelangsungan usahanya sekaligus memberikan kontribusi kepada perekonomian nasional negara serta mendukung transportasi massal, ekonomi, dan pariwisata nasional.

## 3. Sinergi Kerjasama dengan mitra menciptakan layanan yang efektif

Inovasi sinergi kerjasama dengan mitra batubara yaitu PT Bukit Asam (Persero) menciptakan layanan angkutan batubara yang lebih efektif. Pada KA Barapati relasi Tanjung Enim-Kertapati diantaranya:

1. Minimalisir kendala alat produksi *loading unloading* TLS (*Train Loading System*) dan *Affron*;
2. Penambahan tenaga bongkar untuk mengatasi kendala saat bongkar;
3. Operasional KKBW modifikasi;

- b. The total travel time (as a *Service Level Agreement/SLA*) for *seamless logistics* D2D services can be reduced by up to 12 hours compared to the existing time.

Future development programs include adding a new value proposition in the form of a carbon footprint declaration for Multimodal D2D GenCo Transportation.

## 2. Synergy with partners to create effective services

KAI continues to innovate and synergize with freight transportation partners to create more effective freight transportation services. This synergy is realized through the coordination of loading and unloading management, the integrated implementation of standard operating procedures (SOPs) at freight terminals, increasing the effectiveness of Train Circulation Time (WPKA) and Terminal Waiting Time (WTT), adding facility formations (SF) and optimizing train speeds, as well as information system integration. This synergy of collaboration and integration will increase freight transport volume from 63.7 million tons (2023) to 69.2 million tons (2024), improve freight train on-time performance from 88% (2023) to 95% (2024), and increase freight transport revenue from 11.6 trillion rupiah (2023) to 12.7 trillion rupiah (2024).

KAI is committed to continuously developing innovations to meet customer needs and increase competitiveness. Through this strategy, KAI can maintain its business continuity while contributing to the national economy and supporting mass transportation, the economy, and tourism.

## 3. Synergy of Cooperation with partners creates effective services

Innovation of synergy of cooperation with coal partners, namely PT Bukit Asam (Persero), creates more effective coal transportation services. On the Barapati Train, the Tanjung Enim-Kertapati route includes:

1. Minimizing constraints on production equipment loading and unloading TLS (*Train Loading System*) as well as *Affron*;
2. Addition of unloading personnel to overcome constraints during the unloading process;
3. Modified KKBW operations;

4. Peningkatan efektivitas WPKA (Waktu Peredaran Kereta Api) KA Barapati dari semula 0,78 menjadi 0,71 hari;
5. Pencabutan taspat (pembatas kecepatan) wilayah Divre III;
6. Penambahan SF semula 30 GB menjadi 32 GB.

Pada KA Baratarahan relasi Tanjung Enim-Tarahan dilakukan optimasi melalui:

1. Minimalisir kendala alat produksi *loading unloading* (TLS dan RCD)
2. Pencabutan taspat (pembatas kecepatan) wilayah Divre IV dan peningkatan kecepatan operasional KA;
3. Peningkatan efektivitas WPKA dari 1,92 menjadi 1,82 hari;
4. Optimasi penambahan SF 61.

Untuk optimalisasi operasional kereta api, PT Bukit Asam (Persero) dan PT Kereta Api Indonesia (Persero) melakukan integrasi data aplikasi RCS dan CISEA. Integrasi ini memudahkan pemantauan proses *loading* dan *unloading* batubara serta proses pengangkutan batubara.

Hasil inovasi sepanjang 2024, volume angkutan batubara PT Bukit Asam (Persero) tahun 2024 sebanyak 35.431.526 ton naik sebesar 9% dari kinerja volume tahun 2023.

KAI bertekad untuk terus melakukan pengembangan inovasi agar dapat menjawab kebutuhan pelanggannya dan meningkatkan daya saing. Melalui strategi ini, KAI dapat menjaga kelangsungan usahanya sekaligus memberikan kontribusi kepada perekonomian nasional negara serta mendukung transportasi massal, ekonomi, dan pariwisata nasional.

#### **Produk/Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan [OJK F.27] [GRI 3-3, 416-1, 416-2]**

KAI mengutamakan keselamatan pelanggan dalam setiap operasionalnya karena insiden keselamatan dapat berpengaruh pada reputasi dan kepercayaan publik terhadap perusahaan. Menjaga keselamatan pelanggan diwujudkan KAI melalui berbagai upaya, antara lain menjalankan prinsip *zero accident*, sertifikasi petugas operasional, menjaga protokol keamanan, serta melakukan evaluasi keamanan pada seluruh (100%) produk dan jasa.

4. Increasing the WPKA (Train Circulation Time) effectiveness of the Barapati Train from 0.78 to 0.71 days;
5. Revocation of speed limiter in the Regional Division III area;
6. Addition of SF from 30 GB to 32 GB.

On the Baratarahan Train, Tanjung Enim-Tarahan route, optimization was carried out through:

1. Minimizing constraints on loading and unloading production equipment (TLS and RCD);
2. Revocation of speed limits in Regional Division IV and increasing operational speed of trains;
3. Increasing the WPKA effectiveness from 1.92 to 1.82 days;
4. Optimization of the addition of SF 61.

To optimize train operations, PT Bukit Asam (Persero) and PT Kereta Api Indonesia (Persero) implement the RCS and CISEA application data integration in order to facilitate monitoring of the coal loading and unloading process as well as the coal transportation process.

For the innovation results throughout 2024, the volume of coal transportation by PT Bukit Asam (Persero) in 2024 was 35,431,526 tons, which increased by 9% from the volume performance in 2023.

KAI strives to continue developing innovations to meet the needs of its customers and increase competitiveness. Through this strategy, KAI can maintain its business continuity while contributing to the country's national economy and supporting mass transportation, economy, and national tourism.

#### **Products/Services Evaluated for Customer Safety [OJK F.27] [GRI 3-3, 416-1, 416-2]**

KAI prioritizes customer safety in each of its operations, as safety incidents can impact the Company's reputation and public trust. KAI realizes customer safety through various efforts, including implementing the *zero-accident* principle, certifying operational officers, maintaining security protocols, and conducting security evaluations on all (100%) products and services.

KAI telah menerapkan standar keselamatan, kesehatan, dan keamanan bagi para pelanggan dan mitra. Upaya ini sebagai pemenuhan aspek kesehatan dan keselamatan pelanggan berdasarkan Keputusan Menteri Perhubungan No. KM 2 Tahun 2024 tentang Penugasan kepada PT Kereta Api Indonesia (Persero) untuk Menyelenggarakan Kewajiban Pelayanan Publik (PSO) Angkutan Orang dengan Kereta Api Kelas Ekonomi Tahun 2024, serta Keputusan Menteri Perhubungan No. KM 5 Tahun 2024 tentang Penugasan kepada PT Kereta Api Indonesia (Persero) untuk Menyelenggarakan Angkutan Perintis Tahun 2024.

Beberapa upaya yang dilakukan KAI untuk meningkatkan keselamatan dan keamanan sebagai berikut:

1. Inspeksi keselamatan di seluruh Daop, Divre, Balai Yasa serta Anak Perusahaan. Pada Tahun 2024 realisasi pelaksanaan inspeksi mencapai 99,4% atau sejumlah 9.233 lokasi inspeksi dari yang diprogramkan sebanyak 9.291 lokasi. Pelaksanaan inspeksi keselamatan yang dilaksanakan oleh Tim Safety Inspector salah satunya bertujuan untuk mengidentifikasi bahaya yang dapat membahayakan perjalanan kereta api, keselamatan kerja dan pencemaran lingkungan serta memberikan rekomendasi perbaikan atas hasil inspeksi yang dilakukan;
2. Pelaporan bahaya keselamatan melalui aplikasi SRI dari tahun 2020 hingga 22 Juni 2025 sudah sebanyak 276.965 hazard. Dengan persentase tindak lanjut sebanyak 98,62%.
3. Audit Internal Sistem Manajemen Keselamatan Perkeretaapian dilaksanakan di wilayah PT KAI sesuai dengan Permenhub 69 tahun 2018. Pada tahun 2024 telah dilakukan audit internal di 14 wilayah Daerah Operasi, Divisi Regional, Balai Yasa Sarana dan Prasarana. Audit Internal SMKP di Daop/Divre maupun Balai Yasa di tahun 2024 dilaksanakan dengan kategori tingkat yang beragam. Pemenuhan SMKP dengan kategori tingkat Lanjutan (218 kriteria) berlaku pada Daop 3 Cirebon, Daop 2 Bandung, Daop 4 Semarang, Daop 6 Yogyakarta, Divre II Sumatera Barat, Divre III Palembang, Balai Yasa Lahat, dan Balai Yasa Manggarai. Kemudian kategori tingkat Awal (117 kriteria) berlaku pada Balai Yasa Sintelis dan LAA Cikudapateuh, Balai Yasa Jembatan Kiaradondong, Balai Yasa Mekanik Jalan Rel Cirebonprujakan, dan Balai Yasa Mekanik Prabumulih. Selanjutnya, kategori tingkat Transisi (171 kriteria) hanya berlaku pada Divre I Sumatera Utara. Rincian informasi pemenuhan kriteria SMKP dapat dilihat dalam Lampiran II Permenhub Nomor

KAI has implemented safety, health, and security standards for customers and partners. The company adheres to customer health and safety aspects based on the Minister of Transportation Decree No. KM 2 of 2024 regarding the Assignment to PT Kereta Api Indonesia (Persero) to Provide Public Service Obligations (PSO) for Economy Class Passenger Transport in 2024, and the Minister of Transportation Decree No. KM 5 of 2024 regarding the Assignment to PT Kereta Api Indonesia (Persero) to Provide Pioneer Transport in 2024.

The following are some efforts made by KAI to improve safety and security:

1. Carrying out safety inspections throughout the Operational Areas, Regional Divisions, Railway Workshops, and Subsidiaries. In 2024, the realization of inspection implementation reached 99.4% or a total of 9,233 inspection locations from those programmed of 9,291 locations. Safety inspections carried out by the Safety Inspector Team are implemented to identify hazards that can endanger train travel, work safety, and environmental pollution, as well as provide recommendations for the inspection results carried out;
2. Reporting of safety hazards through the SRI application from 2020 to June 22, 2025, has reached 276,965 hazards, with a follow-up percentage of 98.62%.
3. Internal Audit of Railway Safety Management System is carried out in the PT KAI area under Regulation of Minister of Transportation No. 69 of 2018. In 2024, internal audits were conducted in 14 Operational Areas, Regional Divisions, and Facilities and Infrastructure Railway Workshops. Internal Audit of SMKP in Operational Areas/Regional Divisions and Railway Workshops in 2024 was carried out at various level categories. Fulfillment of SMKP with Advanced level category (218 criteria) applies to Operational Area 3 Cirebon, Operational Area 2 Bandung, Operational Area 4 Semarang, Operational Area 6 Yogyakarta, Regional Division II West Sumatera, Regional Division III Palembang, Lahat Railway Workshop, and Manggarai Railway Workshop. The Initial level category (117 criteria) then applies to Telecommunication and Electrical Signal Railway Workshop and Cikudapateuh Overhead Electricity Service Center, Kiaradondong Railway Bridge Workshop, Cirebonprujakan Railway Mechanical Workshop, and Prabumulih Railway Mechanical Workshop.



69 Tahun 2018 tentang Sistem Manajemen Keselamatan Perkeretaapian. Berdasarkan hasil audit internal yang telah dilaksanakan, tingkat pencapaian penerapan kriteria SMKP Kurang (0-59%) hanya didapati pada Balai Yasa Jembatan Kiaracondong. Untuk tingkat pencapaian penerapan kriteria SMKP di Daop/Divre dan Balai Yasa lainnya didapatkan hasil Baik (60%-84%). Selanjutnya tingkat pencapaian penerapan kriteria SMKP dengan kategori Memuaskan (85-100%) dicapai oleh Balai Yasa Pulubrayan.

Furthermore, the Transition level category (171 criteria) only applies to Regional Division I of North Sumatra. Detailed information on the fulfillment of SMKP criteria can be seen in Attachment II of the Regulation of Minister of Transportation Number 69 of 2018 concerning the Railway Safety Management System. Based on the internal audit results carried out, the achievement level of the SMKP criteria implementation of Less (0-59%) was only found at the Kiaracondong Railway Bridge Workshop. For the achievement level of the SMKP criteria implementation in the Operational Area/Regional Division and other Railway Workshops, the results were Good (60%-84%). Furthermore, the achievement level of the SMKP criteria implementation with the Satisfactory category (85-100%) was achieved by Pulubrayan Railway Workshop.

Pada tahun 2024 juga telah dilakukan Audit Eksternal SMKP oleh Direktorat Jendral Perkeretaapian yang dilakukan di Kantor Pusat PT KAI dengan wilayah observasi antara lain: Daop 1 Jakarta, Daop 8 Surabaya, Daop 9 Jember dan Divre IV Tanjungkarang. Hasil yang dicapai oleh PT KAI dari Audit Eksternal Tingkat awal (127 kriteria) dengan dengan nilai penerapan 77,68% (Baik).

In 2024, an External Audit of SMKP was also carried out by the Directorate General of Railways, carried out at the PT KAI Head Office with observation areas including: Operational Area 1 Jakarta, Operational Area 8 Surabaya, Operational Area 9 Jember, and Regional Division IV Tanjungkarang. The results achieved by PT KAI from the Initial Level External Audit (127 criteria) with an implementation value of 77.68% (Good).

4. Identifikasi Bahaya dan Penilaian Risiko (IBPR)
5. Investigasi Kecelakaan Kereta Api (KKA) dan Non Kecelakaan Kereta Api (NKKA) dilakukan untuk mengetahui akar penyebab masalah sehingga kejadian yang sama tidak terulang Kembali di tempat yang sama dan ditempat lainnya. Adapun pada tahun 2024 telah dilakukan Investigasi KKA sejumlah 5 kejadian dan Investigasi KKA sejumlah 8 kejadian.

4. Hazard Identification and Risk Assessment (IBPR).
5. Investigations of Train Accidents (KKA) and Non-Train Accidents (NKKA) are conducted to discover the root cause of the problem, thus the same incident does not happen again in the same place or other places. In 2024, KKA Investigations were conducted for 5 incidents, and KKA Investigations for 8 incidents.

Upaya KAI melaksanakan komitmennya dalam memastikan keamanan produk dan jasa serta keselamatan pelanggan membawa hasil positif dengan tidak terdapatnya insiden ketidakpatuhan terkait dampak kesehatan dan keselamatan produk/jasa. **[GRI 2-27]**

KAI's commitment to ensuring the safety of our products and services, and ultimately customer safety, is evidenced by the absence of non-compliance incidents related to the health and safety impacts of our products/services. **[GRI 2-27]**

Lebih lanjut, KAI juga mengupayakan pemenuhan aspek kesehatan dan keselamatan pelanggan pada angkutan kereta api barang, dengan merujuk pada ketentuan Peraturan Menteri Perhubungan Nomor PM 48 tahun 2014 tentang Tata Cara Pemuatan, Penyusunan, Pengangkutan, dan Pembongkaran Barang dengan Kereta Api dan aturan perubahannya.

Furthermore, KAI strives to fulfill the health and safety aspects of customers in freight train transportation, by adhering to the provisions of the Minister of Transportation Regulation No. PM 48 of 2014 concerning the Procedures for Loading, Arranging, Transporting, and Unloading Goods by Train and its amendments.

KAI senantiasa memastikan keamanan perjalanan kereta api dengan melakukan evaluasi sarana dan prasarana secara rutin dan konsisten. Pada sarana, sebelum beroperasi, petugas sarana melakukan pengecekan dan memastikan kelayakan kereta, gerbong, dan lokomotif. Pengecekan harian dilakukan sebelum sarana digunakan hingga pengecekan enam bulanan, tahunan, dua tahunan, dan empat tahunan untuk pengecekan yang semakin kompleks dan menyeluruh. Begitu juga dengan prasarana seperti jalur dan rel kereta api. Pemeriksaan rutin setiap hari dilakukan oleh Petugas Pemeriksa Jalur (PPJ) yang memastikan kondisi jalur yang akan dilewati kereta api aman dan bebas dari gangguan.

Untuk meningkatkan kepuasan para mitra, KAI terus melakukan inovasi dan peningkatan keamanan angkutan barang. KAI menjalankan protokol kesehatan dalam bentuk memberikan fasilitas tempat cuci tangan dan *hand sanitizer* di wilayah Terminal serta peningkatan pengawasan dengan memasang CCTV pada lokasi tempat muat dan bongkar. KAI juga memastikan petugas keamanan bertugas di wilayah yang dianggap rawan untuk memastikan keamanan barang terutama angkutan peti kemas. Kami juga memastikan tersedianya APAR di Kereta Bagasi dan timbangan yang sudah ditera guna mendukung kelancaran proses pengangkutan retail. Terakhir, memastikan petugas menggunakan APD dan melakukan pekerjaan sesuai dengan SOP yang ada.

Komitmen KAI dalam memprioritaskan kesehatan dan keselamatan pelanggan dan mitra bertujuan untuk memberikan produk dan jasa yang tidak hanya unggul namun juga aman kepada seluruh pelanggan. Atas dasar itu, KAI senantiasa mengutamakan penerapan standarisasi keselamatan, kesehatan, dan keamanan bagi seluruh pelanggan dan mitra usaha, dan secara terus-menerus mewujudkan peningkatan layanan kereta api pada seluruh layanannya. KAI memastikan bahwa semua (100%) petugas keamanan kami telah dilatih dalam menerapkan prosedur keamanan yang memperhatikan hak asasi manusia. **[GRI 410-1]** Berikut pelatihan terkait aspek HAM yang diikuti oleh pekerja sepanjang tahun 2024:

KAI always ensures rail travel safety through regular and consistent evaluations of facilities and infrastructure. With facilities, before operation, trains, train cars, and locomotives must be checked and deemed fit for use by Rolling Stock officers. Daily checks are conducted before use, as well as more complex and comprehensive checks every six months, annually, biennially, and quadrennially. Similarly, infrastructure such as tracks and railway lines are inspected daily by Track Inspectors (PPJ) to ensure the tracks are safe and free from obstructions.

To increase partner satisfaction, KAI continuously innovates and enhances the safety of freight transport. Health protocols implemented by KAI include providing handwashing facilities and hand sanitizers at terminals, increasing surveillance by installing CCTV at loading and unloading locations, and ensuring security personnel are stationed in vulnerable areas to ensure the safety of goods, especially container transport. We also ensure the availability of fire extinguishers (APAR) in baggage cars and calibrated scales to support the smooth retail transportation process. Lastly, we ensure that employees use personal protective equipment (PPE) and perform their duties according to existing SOPs.

KAI's commitment to prioritizing the health and safety of customers and partners is aimed at providing products and services that are not only excellent but also safe for all customers. With this understanding, KAI consistently prioritizes the implementation of safety, health, and security standards for all customers and business partners, continuously improving railway services across all its offerings. KAI ensures that all (100%) of our security personnel are trained in security procedures that respect human rights. **[GRI 410-1]** The following is training related to human rights aspects that employees will participate in throughout 2024:

| Nama Pelatihan /<br>Training Name     | Waktu dan Tempat /<br>Time and Place                   | Jumlah Peserta /<br>Number of Participants |
|---------------------------------------|--------------------------------------------------------|--------------------------------------------|
| Human Resources Management for Non HR | 27 Februari-4 Maret 2024 / February 27 - March 4, 2025 | Eksternal                                  |

### Dampak Produk/Jasa [OJK F.28]

KAI mengidentifikasi dampak produk dan jasanya serta mengelompokkan dampak-dampak tersebut menjadi dampak positif dan negatif. Hal ini dilakukan guna memastikan bahwa setiap produk dan jasa yang dihasilkan telah mengikuti peraturan dan kebijakan yang berlaku dengan memiliki informasi label dan/atau penjelasan dari pekerja kami yang akurat dan dapat dimengerti oleh seluruh pelanggan KAI, khususnya terkait keamanan dan dampak lingkungan atau sosial yang mungkin timbul dari penggunaan produk atau jasa.

Adapun dampak positif dari produk dan jasa kereta api, antara lain menjadi solusi mobilitas masyarakat yang berkapasitas massal dan ramah lingkungan. Kereta api penumpang satu gerbongnya dapat mengangkut 175 penumpang bahkan dapat lebih dari itu karena kereta Jabodetabek di jam pergi dan pulang kerja hingga mencapai satu juta penumpang setiap harinya.

Sedangkan pada angkutan barang satu gerbong mampu mengangkut 50 ton barang atau seukuran 2 truk kontainer. Bahkan, satu rangkaian KA angkutan batu bara di Sumatra bagian selatan dapat menarik 60 gerbong atau 3.000 ton sekaligus, yang jika diangkut dengan truk membutuhkan kurang lebih 120 truk. Pemilihan kereta api sebagai angkutan penumpang dan barang dinilai lebih efisien dan ramah lingkungan karena rendah emisi dan polusi.

Selain itu, kereta api dapat menjadi solusi efektif untuk mengatasi kemacetan, terutama di kota-kota besar. Pemanfaatan kereta api sebagai moda transportasi massal dapat mengurangi volume kendaraan di jalan raya, sehingga berpotensi mengurangi kemacetan dan polusi udara.

Dampak positif lainnya, keberadaan KAI menyerap tenaga kerja dan bekerjasama dengan pemasok lokal. Dampak positif dari produk dan jasa KAI menciptakan distribusi nilai ekonomi yang mampu meningkatkan ekonomi masyarakat, melalui penghematan biaya transportasi.

Di sisi lain, dampak negatif dari kegiatan operasional kereta api, antara lain terdapatnya kemungkinan dampak lingkungan dan khususnya perlintasan sebidang jalur kereta api tanpa izin dan/atau tanpa penjaga, yang dapat menghadirkan risiko terjadinya kecelakaan. Di samping itu, perlintasan sebidang tanpa izin dan tanpa penjaga menghadirkan dampak lain berupa kemacetan kendaraan termasuk kendaraan yang melintas baik menuju ataupun dari arah stasiun.

### Product/Service Impacts [OJK F.28]

KAI identifies the impacts of its products and services and categorizes these impacts into positive and negative effects, which is done to ensure that every product and service produced adheres to applicable regulations and policies by having label information and/or explanations from our employees that are accurate and can be understood by all KAI customers, especially regarding safety and environmental or social impacts that might occur from the use of products or services.

The positive impacts of railway products and services include providing a high-capacity and environmentally friendly mobility solution for the community. For passenger transport, one carriage can carry 175 passengers, and even more, especially for commuter trains in the Greater Jakarta area during peak hours, reaching up to one million passengers daily.

Meanwhile, for freight transport, one carriage can carry 50 tons of goods, equivalent to two container trucks. In South Sumatra, a coal transport train can pull 60 carriages or 3,000 tons at once, which would require approximately 120 trucks if transported by road. Choosing rail transport for passengers and goods is more efficient and environmentally friendly due to its low emissions and pollution.

Furthermore, trains can be an effective solution to traffic congestion, especially in large cities. Using trains as a mode of mass transportation can reduce the number of vehicles on the roads, potentially reducing congestion and air pollution.

Another positive impact is that KAI absorbs labor and collaborates with local suppliers. The positive impact of KAI products and services creates a distribution of economic value that can stimulate economic growth in the community through transportation cost savings.

On the other hand, the negative impacts of railway operations include potential environmental impacts and, specifically, unauthorized and/or unguarded railway crossings, which pose accident risks. Moreover, unauthorized and unguarded crossings cause other issues such as traffic congestion, including vehicles crossing to or from the station.

Dalam rangka menekan dampak negatif pada aktivitas bisnisnya, KAI senantiasa memastikan keamanan dan kualitas layanannya dengan mengacu pada berbagai standar dan sertifikasi nasional dan dunia, antara lain:

- a. ISO 27001:2013 Sistem Manajemen Keamanan Informasi
- b. ISO 9001:2015 Sistem Manajemen Mutu
- c. ISO 14001:2015 Sistem Manajemen Lingkungan
- d. SMK3

Sementara itu KAI juga melakukan upaya mengurangi dan memulihkan dampak negatif terhadap hak asasi manusia dalam operasionalnya, KAI mengimplementasikan berbagai langkah. Beberapa diantaranya adalah: (1) Memberikan pelatihan dan edukasi kepada pekerja tentang pentingnya hak asasi manusia dan bagaimana mengimplementasikannya dalam tugas sehari-hari. Ini termasuk pelatihan tentang anti diskriminasi, kesetaraan gender, dan hak-hak pekerja. (2) Layanan konsultasi untuk memastikan bahwa korban mendapatkan keadilan dan pemulihan yang layak, serta untuk mencegah terjadinya kembali pelanggaran hak asasi manusia di masa depan.

Komitmen kuat KAI dalam mengelola dampak membawa pencapaian positif dengan tidak terdapatnya insiden ketidakpatuhan regulasi yang berlaku terkait informasi produk dan jasa atau menyangkut pemasaran yang KAI lakukan pada tahun 2024. **[GRI 2-27, 417-1, 417-2, 417-3]**

#### **Insiden Ketidakpatuhan terkait Keamanan atau Keselamatan atas Penggunaan Produk/Jasa [GRI 416-2]**

Untuk memastikan kegiatan operasional KAI berjalan sesuai dengan peraturan dan perundang-undangan yang berlaku, secara berkala KAI melakukan penelaahan terhadap perkembangan peraturan perundang-undangan dan standar *best practices*, mencakup terkait aspek keamanan atau keselamatan pelanggan dalam penggunaan produk/jasa Perseroan. Di samping itu, KAI juga telah menerapkan mekanisme untuk memantau penerapan peraturan perundang-undangan dan standar *best practices* keamanan atau keselamatan pelanggan di lingkungan Perseroan, serta memastikan bahwa regulasi yang berlaku senantiasa diterapkan secara efektif. Sepanjang tahun 2024 tidak terdapat insiden ketidakpatuhan berkenaan dengan keamanan dan keselamatan penggunaan produk/jasa KAI. **[GRI 2-27]**

KAI always ensures the security and quality of its services to reduce the negative impact on its business activities by referring to various national and international standards and certifications, including:

- a. ISO 27001:2013 Information Security Management System
- b. ISO 9001:2015 Quality Management System
- c. ISO 14001:2015 Environmental Management System
- d. OHSMS

Meanwhile, KAI also makes efforts to reduce and restore negative impacts on human rights in its operations by implementing various steps, which include: (1) Providing training and education to employees on the importance of human rights and how to implement them in their daily duties. This includes training on anti-discrimination, gender equality, and employees' rights. (2) Offering consultation services to ensure that victims receive appropriate justice and recovery, as well as to prevent future human rights violations.

KAI's strong commitment to risk management resulted in no incidents of non-compliance with applicable regulations related to product and service information or marketing conducted by KAI in 2024. **[GRI 2-27, 417-1, 417-2, 417-3]**

#### **Incidents of Non-Compliance Concerning the Safety or Security of Product/Service Use [GRI 416-2]**

To guarantee that KAI's operations proceed in line with applicable laws and regulations, KAI periodically reviews the development of laws and regulations as well as best practice standards, including aspects related to customer safety or security in the use of the Company's products/services. Furthermore, KAI implements the necessary mechanisms to monitor the application of laws and regulations and best practice standards for customer safety or security within the Company, ensuring that applicable regulations are always effectively implemented. There were no incidents of non-compliance concerning the safety and security of KAI's products/services in 2024. **[GRI 2-27]**

**Jumlah Produk yang Ditarik Kembali [OJK F.29]**

KAI senantiasa memastikan seluruh produk dan jasa perkeretaapian terjamin keamanan dan kelancaran. Upaya tersebut berdampak dengan tidak terdapatnya produk atau jasa KAI yang ditarik kembali selama tahun 2024. Sepanjang tahun 2024 pada prasarana, terdapat kondisi rel terpasang yang rusak dan perlu diganti. Volume total penggantian rel existing pada tahun 2024 mencapai 473.950 meter. Penggantian ini dilakukan karena kondisi rel mengalami *defect*, aus, korosi, serta untuk mengakomodasi peningkatan jumlah kereta yang lebih tinggi. Sementara pada sisi sarana, terdapat gangguan operasional yang menyebabkan penarikan kembali sebanyak 102 kali pada lokomotif, dengan penyebab dominan adalah gangguan Traksi Motor (TM) dan *Fuel Transfer Pump* (FTP). Selain itu, gangguan operasional pada prasarana terjadi sebanyak 235 kali, dengan penyebab dominan adalah gangguan rel

**Kebijakan dalam Menjaga Kerahasiaan Data Pelanggan [GRI 3-3, 418-1]**

Implementasi teknologi informasi digital dapat menciptakan efisiensi operasional dan kenyamanan pelanggan. Namun di sisi lain, teknologi digital memiliki banyak kerentanan, terutama dalam terkait keamanan siber, kerentanan perangkat lunak, dan risiko data pribadi. Hal ini menjadi perhatian utama KAI dalam menjaga keamanan dan kerahasiaan data atau informasi pribadi pelanggan.

KAI menerapkan komitmen untuk menjaga kerahasiaan data pribadi masing-masing pelanggan secara ketat, antara lain melalui penggunaan Access by KAI. Kebijakan terkait kerahasiaan data pelanggan yang diterapkan oleh KAI telah disosialisasikan melalui artikel “Kebijakan Privasi” yang tersedia pada Access by KAI.

KAI juga mengimplementasikan teknologi digital *Face Recognition Boarding Gate* pada saat pelanggan melakukan *boarding pass*. Teknologi ini dilengkapi kamera untuk mengidentifikasi dan memvalidasi identitas penumpang melalui wajah yang datanya sudah diintegrasikan dengan data tiket kereta. Melalui implementasi inovasi ini, pelanggan KA Jarak Jauh tidak perlu repot lagi menunjukkan berbagai dokumen pribadi seperti *boarding pass* fisik, *e-boarding pass*, ataupun KTP.

**Number of Products Recalled [OJK F.29]**

KAI consistently strives to ensure the safety and reliability of all railway products and services. These efforts resulted in no KAI products or services being recalled during 2024. Throughout 2024 on the infrastructure, there were installed rail conditions that were damaged and needed to be replaced. The total volume of existing rail replacement in 2024 reached 473,950 meters. The replacement was necessary due to defects, wear, corrosion, and to accommodate the increased number of trains. Meanwhile, on the equipment side, 102 operational disruptions led to locomotive recalls, primarily due to issues with the Traction Motor (TM) and Fuel Transfer Pump (FTP). Additionally, there were 235 operational disruptions to infrastructure mainly due to railway disruption.

**Policy on Maintaining Customer Data Confidentiality [GRI 3-3, 418-1]**

The implementation of digital information technology can enhance operational efficiency and customer convenience. However, on the other hand, digital technology has many vulnerabilities, namely related to cybersecurity, software vulnerabilities, and personal data risks, making it KAI's main concern to maintain the security and confidentiality of customer data or personal information.

KAI implements the commitment to heavily maintain the confidentiality of each customer's personal data, including through the use of the Access by KAI application. The policy related to customer data confidentiality which is implemented by KAI has been communicated through the “Privacy Policy” article available on the Access by KAI application.

KAI also implements the Face Recognition Boarding Gate technology for customers during the boarding process. This technology is equipped with cameras to identify and validate passenger identities through facial recognition, with data integrated with the train ticket information. Through the implementation of this innovation, Long-Distance Train passengers do not need to present various documents such as physical boarding passes, e-boarding passes, or ID cards.



Registrasi *Face Recognition* dapat dilakukan melalui Access by KAI maupun di stasiun. Registrasi di stasiun dapat dilakukan pada mesin *Check-in Counter (CIC)* atau melalui petugas layanan khusus di stasiun. Bagi penumpang yang menghendaki *boarding* dengan *Face Recognition* akan terlebih dahulu dimintai persetujuan pada proses pendaftarannya, baik pendaftaran di Access by KAI ataupun di stasiun.

Untuk memastikan keamanan informasi pelanggan, KAI mengimplementasikan Sistem Manajemen Keamanan Informasi berstandar internasional ISO 27001 tentang Standardisasi Manajemen Keamanan Informasi. Data penting pelanggan seperti nama, Nomor Induk Kependudukan (NIK), dan foto wajah akan disimpan pada infrastruktur KAI dan hanya dipergunakan untuk proses *Face Recognition Boarding Gate* secara digital. Data privasi pelanggan akan disimpan dalam waktu 1 tahun dan dihapus oleh sistem setelahnya. KAI juga memberikan hak kepada pelanggan yang ingin mengajukan penghapusan data dirinya sewaktu-waktu melalui Access by KAI atau dengan mengajukan penghapusan data kepada petugas Customer Service di stasiun.

Komitmen KAI menjaga kerahasiaan pelanggan sesuai dengan Undang-Undang Nomor 27 tahun 2022 tentang Pelindungan Data Pribadi. Komitmen tersebut juga merupakan bentuk pemenuhan regulasi pemerintah bahwa penyelenggara sistem elektronik untuk pelayanan publik harus menerapkan sistem manajemen pengamanan informasi seperti tertera pada Peraturan Pemerintah Republik Indonesia Nomor 71 Tahun 2019 tentang Penyelenggaraan Sistem dan Transaksi Elektronik, Peraturan Badan Siber dan Sandi Negara (BSSN) Nomor 8 Tahun 2020 tentang Sistem Pengamanan dalam Penyelenggaraan Sistem Elektronik, dan Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik.

Untuk memperkuat implementasi kebijakan menjaga kerahasiaan pelanggan, KAI memiliki kebijakan internal yang mengatur penjagaan kerahasiaan data pelanggan, yang termuat di dalam Manajemen Keamanan Data berdasarkan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.K/KL.104/VIII/1/KA-2022 tentang Pedoman Tata Kelola Data (Data Governance) Direktur Keuangan dan Manajemen Risiko dan Peraturan Direksi PT Kereta Api Indonesia (Persero) Nomor PER.U/KK.303/IV/1/KA-2025 tentang Penerapan Pelindungan Data Pribadi.

The Face Recognition registration process can be completed either through the Access by KAI application or at the station. Registration at the station can be done at the Check-in Counter (CIC) machines or with the help of special service personnel. Passengers who wish to board with Face Recognition will first be asked for approval during the registration process, either by registering on the Access by KAI application or at the station.

To ensure customer information security, KAI implements an Information Security Management System compliant with the international ISO 27001 standard for Information Security Management. Important data such as names, National Identity Numbers (NIK), and facial photos are stored on KAI's infrastructure and are used solely for the Face Recognition Boarding Gate process in a digital format. Passenger privacy data will be retained for one year and then deleted by the system. Passengers also have the right to request data deletion at any time after registration through the Access by KAI app or by contacting Customer Service at the station.

KAI's commitment to maintaining customer data confidentiality aligns with Law No. 27 of 2022 on Personal Data Protection, and such commitment is also a form of government regulation fulfillment that electronic system operators for public services to implement information security management systems as stated in Government Regulation of the Republic of Indonesia No. 71 of 2019 on Electronic System and Transaction Implementation, Regulation of the National Cyber and Crypto Agency (BSSN) No. 8 of 2020 on Security Systems in Electronic System Implementation, and Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems.

To strengthen the implementation of customer confidentiality policies, KAI has an internal policy regulating the maintenance of customer data confidentiality, as outlined in the Data Governance guidelines based on the Board of Directors Regulation No. PER.K/KL.104/VIII/1/KA-2022 on Data Governance, overseen by the Finance and Risk Management Director and the Regulation of the Board of Directors of PT Kereta Api Indonesia (Persero) Number PER.U/KK.303/IV/1/KA-2025 concerning the Implementation of Personal Data Protection.



Di samping memiliki kebijakan internal, KAI di tahun 2024 juga melakukan *Information Technology Maturity and Capability Assessment* berdasarkan *Control Objectives for Information and Related Technology (COBIT) 2019* dengan nilai 3,76 dari 5 untuk 33 GAMO. KAI telah menerapkan *cyber security tools* terbaik dan memiliki *IT Security Operation Center* yang dapat mengidentifikasi dan menangani ancaman keamanan siber secepat mungkin sebelum kerusakan signifikan terjadi. Untuk memperkuat upaya pencegahan insiden siber, KAI membentuk Tim Tanggap Insiden Siber yang sudah terintegrasi dengan BSSN melalui Keputusan Direksi SK.U.KO.101/VII/3/KA-2023. Perseroan secara rutin melakukan pemantauan ketat terkait keamanan informasi yang meliputi aspek *confidentiality*, *integrity*, dan *availability*. Sampai dengan 31 Desember 2024, KAI tidak menerima pengaduan pelanggaran privasi pelanggan.

#### Pengukuran Standar Layanan Penyediaan Produk/Jasa dan Publikasi Hasilnya

KAI berkomitmen memprioritaskan keselamatan dan kenyamanan pelanggan pada seluruh layanan yang ditawarkan. Sebagai wujud nyata dari komitmen tersebut, KAI memahami pentingnya sosialisasi standar layanan kepada pelanggan agar pemenuhan standar pelayanan dapat terlaksana secara efektif. Secara rutin KAI memantau dan mengevaluasi standar layanan bagi pelanggan untuk menjamin keamanan dan keandalan layanan.

In addition to having an internal policy, in 2024, KAI conducted an *Information Technology Maturity and Capability Assessment* according to *Control Objectives for Information and Related Technology (COBIT) 2019*, scoring 3.76 for 33 GAMOs. KAI has implemented top-tier cybersecurity tools and maintains an *IT Security Operation Center* to identify and address cyber threats promptly before significant damage occurs. Recognizing the reality of cybersecurity threats, KAI manages cyber incidents through an *Incident Response Team* integrated with BSSN, as stipulated in the Board of Directors Decree SK.U.KO.101/VII/3/KA-2023. The Company continuously ensures controls related to information security, focusing on confidentiality, integrity, and availability. As of December 31, 2024, KAI did not receive any complaints related to customer privacy violations.

#### Measurement of Service Standards for Product/Service Provision and Publication of Results

KAI is committed to prioritizing customer safety and comfort in each service provided. As a real manifestation of this commitment, KAI understands the importance of disseminating service standards to customers to ensure effective implementation. Periodically, KAI reviews service standards for customers as a continuous effort to ensure service safety and reliability.

Selain itu, KAI juga mempublikasikan standar layanan yang diterapkan bagi pelanggan yang disampaikan melalui berbagai media, antara lain website [kai.id](http://kai.id), sosial media, laporan tahunan dan kanal keterbukaan informasi publik. Dengan demikian, masyarakat dapat memperoleh informasi yang diperlukan, kecuali data yang sifatnya dikecualikan menurut undang-undang.

Pengukuran standar pelayanan angkutan penumpang, dilakukan berdasarkan dua aspek utama yaitu stasiun dan kereta, dengan pengukuran standar pelayanan dilakukan pada dimensi fisik dan nonfisik. Dimensi fisik adalah layanan yang memiliki wujud atau bersifat *tangible*, sedangkan dimensi non-fisik adalah layanan yang tidak memiliki wujud atau bersifat *intangible* namun tetap memiliki dampak yang besar pada kepuasan pelanggan, dan seluruh aspek tersebut dilakukan pengukuran dalam bentuk Survei Kepuasan Pelanggan yang dilakukan dua kali dalam setahun.

Standar layanan yang dibuat oleh KAI senantiasa memperhatikan seluruh lingkaran pelayanan yang dimiliki, misalnya dalam pelayanan angkutan penumpang, KAI memiliki standar layanan bahkan sebelum pelanggan memulai perjalanan atau pra perjalanan, selama perjalanan, sampai dengan purna perjalanan. KAI memiliki layanan yang dapat digunakan pelanggan sebelum perjalanan, seperti website [kai.id](http://kai.id) dan Access by KAI yang memuat informasi dan prosedur perjalanan dengan kereta api. KAI juga mempunyai layanan *Contact Center 121* yang meliputi sosial media, e-mail, telepon, dan pesan teks. Setelah itu, saat pelanggan akan melakukan perjalanan, KAI memiliki standar layanan mulai dari *gate parkir* stasiun keberangkatan, proses layanan di stasiun dan kereta, sampai dengan pelanggan tiba di tujuan dan meninggalkan area stasiun.

KAI juga memiliki layanan purna-perjalanan, yaitu *Lost and Found*. Layanan ini untuk membantu pelanggan yang kehilangan barang atau memiliki barang yang tertinggal di area stasiun atau kereta. Pelanggan dapat melaporkan kehilangan kepada petugas stasiun atau melalui *Contact Center KAI 121*.

Selain itu, terdapat sejumlah layanan lain yang disediakan KAI, dengan semuanya memiliki standar layanan atau *Service Level Agreement (SLA)* yang terukur dan selalu terevaluasi dengan baik.

Moreover, KAI has published the service standards applied to customers through the website [kai.id](http://kai.id), social media, the annual report, and public information disclosure channels, as media where the public can obtain any necessary information, except for data excluded by laws.

The passenger transport service standards at KAI are measured based on two main aspects, namely stations and trains, with service standard measurements conducted on both physical and non-physical dimensions. The physical dimension includes tangible services, while the non-physical dimension includes intangible services that still have a significant impact on customer satisfaction, and all these aspects are measured through a Customer Satisfaction Survey conducted twice a year.

Service standards created by KAI always consider the entire circle of service, such as in passenger transport services, KAI has service standards even before the journey begins (pre-journey), during the journey, and post-journey. KAI has various services available to customers before starting their journey, including the availability of the website [kai.id](http://kai.id) and the Access by KAI application, which contain information and procedures for train travel. Additionally, KAI offers the *Contact Center 121* service, which includes social media, email, telephone, and text messages. When customers are about to travel, KAI has service standards from the departure station parking gate, and service processes at the station and on the train, to the point where customers arrive at their destination and leave the station area.

Additionally, KAI has post-journey services, namely *Lost and Found*. This service is to help customers who lose items or have items left behind in the station or train area. Customers can report the loss to station officers or through the *KAI 121 Contact Center*.

Additionally, KAI provides several other services, all of which have measurable service standards or *Service Level Agreements (SLAs)* that are regularly evaluated.

### Survei Kepuasan Pelanggan [OJK F.30]

Untuk meningkatkan kualitas layanan dan menjaga kepercayaan pelanggan, KAI senantiasa melakukan evaluasi, yang dilakukan melalui riset pasar secara berkala setiap semester pada beberapa stasiun kereta di kota-kota besar Jawa dan Sumatra. Riset pasar dilaksanakan melalui wawancara langsung kepada responden, untuk menilai sejumlah aspek terkait kereta api dan stasiun. Pada riset tersebut, kami meminta penilaian layanan kereta api kepada masyarakat. Penilaian tersebut mencakup sejumlah aspek, yang meliputi aspek fisik dan non fisik di stasiun dan kereta api. Di stasiun aspek fisik meliputi fasilitas dan bangunan, aspek non fisik meliputi informasi dan keramahan petugas. Sementara itu di kereta api aspek fisik meliputi fasilitas dan sarana, aspek non fisik meliputi informasi dan keramahan petugas.

Atas dasar penilaian tersebut, pada semester II dan II tahun 2024 survei kepuasan pelanggan KAI berhasil mencapai skor *Customer Satisfaction Index* (CSI) masing-masing sebesar 4,51 dan 4,49 dari skala 1 (sangat tidak puas) sampai skala 5 (sangat puas). KAI juga melakukan evaluasi dalam rangka meningkatkan pelayanan kepada pelanggan untuk periode selanjutnya. Hasil survei tersebut selanjutnya akan dijadikan dasar bagi KAI untuk menyusun prioritas perbaikan untuk periode berikutnya.

### Customer Satisfaction Survey [OJK F.30]

To improve service quality and maintain customer trust, KAI consistently conducts evaluations, conducted through periodic market research every semester at several train stations in major cities in Java and Sumatra. Market research is conducted through direct interviews with respondents to assess several aspects related to trains and stations. In this research, we ask the public to evaluate train services. This assessment covers several aspects, including physical and non-physical aspects of the station and train. At the station, physical aspects include facilities and buildings, while non-physical aspects include information and staff friendliness. Meanwhile, on the train, physical aspects include facilities and infrastructure, and non-physical aspects include information and staff friendliness.

Based on this assessment, in the first and second semesters of 2024, KAI's customer satisfaction survey managed to achieve Customer Satisfaction Index (CSI) scores of 4.51 and 4.49, respectively, on a scale of 1 (very dissatisfied) to a scale of 5 (very satisfied). KAI also conducts an evaluation to improve customer service for the next period. The survey results will then be used as a basis for KAI to set improvement priorities for the next period.

# Lembar Umpan Balik [OJK G.2]

## Feedback Form [OJK G.2]

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT Kereta Api Indonesia (Persero) tahun 2024. Untuk meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap Bapak/Ibu/Saudara bersedia untuk mengisi Lembar Umpan Balik ini dengan melingkari salah satu jawaban dan mengisi titik-titik yang tersedia, kemudian mengirimkannya kepada kami.

**Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan yang dilakukan oleh Perseroan:**

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

**Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan Perseroan:**

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

**Materi dan data dalam Laporan Keberlanjutan ini mudah dimengerti dan dipahami.**

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

**Materi dan data dalam Laporan Keberlanjutan ini sudah cukup lengkap.**

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

**Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus?**

- ☐ Setuju / Agree
- ☐ Tidak Setuju / Disagree
- ☐ Tidak Tahu / Not Sure

Thank you for reading the 2024 Sustainability Report of PT Kereta Api Indonesia (Persero) tahun 2024. To improve the content of the Sustainability Report in the upcoming years, we would like to ask you to fill out this Feedback Form by circling one of the answers and writing in the available space and return the form to us.

**This Sustainability Report has provided clear information regarding the economic, social and environmental performance carried out by the Company:**

**This Sustainability Report has provided clear information regarding the fulfillment of the Company's social and environmental responsibilities:**

**The material and data in this Sustainability Report are easy to understand.**

**The material and data in this Sustainability Report are sufficiently comprehensive.**

**Are the designs, layout, graphics and photos in this Sustainability Report good?**



## Lembar Umpan Balik Feedback Form

Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?

.....

Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?

.....

Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang?

.....

Identitas Pengirim:

Nama :

Email :

Identifikasi menurut kategori pemangku kepentingan :

- a. Pelanggan
- b. Pemegang saham
- c. Pekerja & Serikat Pekerja
- d. Pemerintah dan Regulator
- e. Kreditur
- f. Masyarakat Lokal di Lingkungan Operasional Perusahaan
- g. Kontraktor & Mitra Kerja
- h. Media Massa & LSM
- i. Lain-lain, sebutkan.....

What is the most useful information from this Sustainability Report?

.....

What information is considered lacking in this Sustainability Report?

.....

What information is considered lacking in this Sustainability Report and needs to be added to the next Sustainability Report?

.....

Sender Identity:

Name :

Email :

Identification by stakeholder category:

- a. Customer
- b. Shareholders
- c. Employees & Employees Union
- d. Government and Regulators
- e. Creditor
- f. Local Communities in the Company's Operational Environment
- g. Contractors & Partners
- h. Mass Media & NGOs
- i. Others, please specify.....

Mohon formulir ini dikirimkan kembali ke:/ Please send this form back to:

**PT Kereta Api Indonesia (Persero)**

Jl. Perintis Kemerdekaan No. 1, Bandung 40117

PO Box 1163 Bandung 40000, Indonesia.

Telp : (022) 4230031, 4230039, 4230054

Fax : (022) 4203342 ext. 10039

E-mail : dokumen@kai.id

### Media Sosial

WhatsApp : 0811-1211-1121  
Facebook : Kereta Api Kita, KAI121  
Twitter : @Kereta Apikita, @kai121  
Instagram : @Kereta Apikita, @kai121\_  
Youtube : Kereta Api Kita  
TikTok : @kai121\_  
Podcast : Sahabat KAI

### Social Media

WhatsApp : 0811-1211-1121  
Facebook : Kereta Api Kita, KAI121  
Twitter : @Kereta Apikita, @kai121  
Instagram : @Kereta Apikita, @kai121\_  
Youtube : Kereta Api Kita  
TikTok : @kai121\_  
Podcast : Sahabat KAI

## Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya [OJK G.3]

*Response to Feedback on the Previous Year's Sustainability Report [OJK G.3]*

Sepanjang tahun 2024 KAI tidak menerima umpan balik terhadap Laporan Keberlanjutan tahun 2023. Kendati demikian, kami akan terus meningkatkan kualitas Laporan Keberlanjutan Perseroan agar dapat memenuhi kepentingan para pemangku kepentingan.

Throughout 2024, KAI did not receive any feedback on the 2023 Sustainability Report. Nevertheless, we will continue to improve the quality of the Company's Sustainability Report to meet the interests of stakeholders.

## Assurance Oleh Pihak Eksternal [OJK G.1] [GRI 2-5]

### External Assurance [OJK G.1] [GRI 2-5]

Untuk memastikan kualitas dan keandalan informasi Laporan Keberlanjutan ini, KAI menunjuk PT Superintending Company of Indonesia (SUCOFINDO) sebagai pihak yang menyediakan jasa *independent assurance* untuk Laporan Keberlanjutan periode 1 Januari 2024–31 Desember 2024. Proses penunjukan pihak penyedia jasa *independent assurance* dilakukan melalui mekanisme tender dengan mempertimbangkan kredibilitas, pengalaman kerja, serta kapabilitas yang dimiliki. KAI tidak memiliki hubungan kerja lain dengan SUCOFINDO selain hubungan dan penugasan dalam proses pemeriksaan laporan ini.

To ensure the quality and reliability of information within the Sustainability Report, KAI appointed PT Superintending Company of Indonesia (SUCOFINDO) as a party providing independent assurance services for the Sustainability Report for the period of January 1, 2024–December 31, 2024. The process of appointing the independent assurance service provider is carried out through a tender mechanism by considering credibility, work experience, and capabilities. KAI does not have any other collaborations with SUCOFINDO other than the relationship and assignment in the process of examining this report.

## Independent Assurance Statement

### No. 1428/KSP-VIII/2025

#### To the management and stakeholders of PT Kereta Api Indonesia (Persero),

We were engaged by PT Kereta Api Indonesia (Persero) (KAI) to provide assurance regarding its Annual and Sustainability Report 2024 ('the Report'). The assurance engagement was conducted by our assurance team, which possesses extensive relevant professional and technical competencies and experience. The team comprised certified sustainability reporting specialists and certified sustainability reporting assurers to ensure a high level of competency in executing the engagement.

#### Independence

We carried out all assurance undertakings with independence and autonomy, having not been involved in the preparation of any key part of the Report, nor did we provide any services to PT Kereta Api Indonesia (Persero) during 2024 that could conflict with the independence of the assurance engagement.

#### Assurance Standards, Levels, and Criteria

Our work was carried out in accordance with AA1000 Assurance Standards v3 (AA1000AS v3) issued by AccountAbility and International Standard on Assurance Engagements ISAE 3000 (Revised), 'Assurance Engagements other than Audits or Reviews of Historical Financial Information,' issued by the International Auditing and Assurance Standards Board.

By designing our evidence-gathering procedures to obtain a moderate level of assurance as set out in AA1000AS v3, readers of the report can be confident that all risks or errors have been reduced to a very low level, although not necessarily to zero. Moreover, PT Kereta Api Indonesia (Persero) adherence to the AccountAbility Principles (AP) was evaluated in accordance with the criteria of AA1000AP (2018) on Inclusivity, Materiality, Responsiveness, and Impact. In addition, the Report, within the agreed scope, has been assessed according to the GRI Standards criteria.

#### Limitations

Our scope of work was limited to a review of the accuracy and reliability of specified data and interviews with data providers, persons in charge of data collection and processing, as well as persons in charge of sustainability performance-related information.

#### Responsibility

PT Kereta Api Indonesia (Persero) is responsible for the preparation of the report and all information and claims therein, which include establishing sustainability management targets, performance management, data collection, and other performance actions.

In performing this engagement, meanwhile, our responsibility to the management of PT Kereta Api Indonesia (Persero) is solely for the purpose of verifying the statements it has made in relation to its sustainability performance, specifically as described in the agreed scope, and expressing our opinion on the conclusions reached.

#### Methodology

In order to assess the veracity of certain assertions and specified data sets included within the Report, as well as the systems and processes used to manage and report them, the following methods were employed during the engagement process:

Reviews were conducted on the Report, internal policies, documentation, management and information systems, and included interviews with relevant staff in sustainability-related management and reporting. This also involved following data trails to the initial aggregated source and checking data samples in greater depth.

#### Scope of Assurance

We provided a Type 2 assurance engagement under AA1000AS v3. This involved:

- 1) Assessment of PT Kereta Api Indonesia (Persero) adherence to the AA1000AP (2018); and
- 2) Assessment of the accuracy and quality of the specified sustainability performance information contained within the Report, in relation to the agreed scope of GRI Standards:
  201. Economic Performance
  302. Energy
  403. Occupational Health and Safety
  404. Training and Education

#### Conclusions

PT Kereta Api Indonesia (Persero) adherence to the AA1000 AP (2018) principles of Inclusivity, Materiality, Responsiveness, and Impact is assessed as follow:

#### Inclusivity

PT Kereta Api Indonesia (Persero) has demonstrated a strong commitment to inclusivity through clear stakeholder policies, active engagement with diverse groups including marginalized communities, and mechanisms that ensure non-discriminatory access to services. The company maintains responsive two-way communication via focus group discussions, media gatherings, CRM systems, and multiple public feedback channels, enabling timely action and continuous improvement.

To build on this progress, PT Kereta Api Indonesia (Persero) is encouraged to adopt targeted strategies for attracting and retaining a diverse workforce, strengthen inclusive practices, and refine policies to address existing gaps and mitigate risks of bias or discrimination. Deepening stakeholder engagement and trust will reinforce business resilience, enhance accountability, and support long-term sustainability.

### Materiality

Our assessment found that PT Kereta Api Indonesia (Persero) has a robust process to identify and prioritize material sustainability issues, engaging internal and external stakeholders as well as experts to ensure diverse perspectives. These issues have been effectively integrated into sustainability reporting, core business strategies, policies, and the ESG roadmap.

To build on this foundation, we recommend that PT Kereta Api Indonesia (Persero) conduct regular assessments to continuously refine and prioritize sustainability factors that inform strategic decision-making. This proactive approach will help align with evolving stakeholder expectations and further strengthen the company's sustainability initiatives.

### Responsiveness

PT Kereta Api Indonesia (Persero) has demonstrated a strong commitment to responsiveness by effectively identifying, prioritizing, and addressing stakeholder concerns, including those of marginalized groups such as persons with disabilities, women, the elderly, and children. The company has also established mechanisms to manage potentially conflicting interests, supported by accessible grievance channels such as the Whistleblowing System (WBS), environmental reporting systems, and various customer service platforms.

To build on these strengths, PT Kereta Api Indonesia (Persero) is encouraged to further enhance its responsiveness framework by fostering deeper collaboration, integrating more inclusive dialogue platforms, aligning engagement strategies with evolving expectations, and adopting best practices in conflict resolution.

### Impact

PT Kereta Api Indonesia (Persero) has demonstrated a strong commitment to assessing and managing the positive and negative impacts of its operations across social, environmental, and economic dimensions. The company applies a risk management framework to prioritize significant impacts, ensures transparency through disclosures in its Annual and Sustainability Report,

and PPID website, and actively involves stakeholders in setting targets and monitoring progress via FGD and reconciliation forums. This proactive approach has contributed to PT Kereta Api Indonesia (Persero)'s positive reputation and cultivated trust-based relationships with stakeholders.

To further enhance stakeholder engagement, we recommend prioritizing the measurement and transparent reporting of social performance indicators, aiming to mitigate adverse effects while enhancing positive outcomes for communities and stakeholders.

### Conclusion on the accuracy and quality of the specified sustainability performance.

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe the data of the Report, in relation to the agreed scope, has been materially misstated.

All key assurance findings are included herein, while detailed observations and follow-up recommendations have been submitted to PT Kereta Api Indonesia (Persero) management in a separate report.

Jakarta, August 25<sup>th</sup>, 2025

**PT SUCOFINDO (PERSERO)**  
**ENGAGEMENT LEADER**



**Syaeful Bahrie**

Certified Assurance Practitioner No. 10024117

Certified Sustainability Reporting Assurer No. A-PK213-2501-008

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# Indeks Referensi SEOJK NO.16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan atau Perusahaan Publik

*iSEOJK Reference Index No.16/SEOJK.04/2021 on The Form and Content of Annual Reports of Public Companies*

| No.                                                                                 | Kriteria / Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Halaman / Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>I. BENTUK LAPORAN TAHUNAN / THE FORM OF ANNUAL REPORT</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| A.                                                                                  | Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| B.                                                                                  | Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| C.                                                                                  | Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| D.                                                                                  | Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam Portable Document Format (PDF).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>II. ISI LAPORAN TAHUNAN / THE CONTENT OF ANNUAL REPORT</b>                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| A.                                                                                  | Laporan Tahunan paling sedikit memuat:<br>1. Ikhtisar Data Keuangan Penting;<br>2. Informasi Saham (jika ada);<br>3. Laporan Direksi;<br>4. Laporan Dewan Komisaris;<br>5. Profil Emiten atau Perusahaan Publik;<br>6. Analisis dan Pembahasan Manajemen;<br>7. Tata Kelola Emiten atau Perusahaan Publik;<br>8. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik;<br>9. Laporan Keuangan Tahunan yang Telah Diaudit; dan<br>10. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris Tentang Tanggung Jawab atas Laporan Tahunan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>III. URAIAN ISI LAPORAN TAHUNAN / THE DETAIL OF THE CONTENT OF ANNUAL REPORT</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>A.</b>                                                                           | <b>Ikhtisar Data Keuangan Penting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Key Financial Highlights</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                     | Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:<br>1. Pendapatan/penjualan;<br>2. Laba bruto;<br>3. Laba (rugi);<br>4. Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non-pengendali;<br>5. Total laba (rugi) komprehensif;<br>6. Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non-pengendali;<br>7. Laba (rugi) per saham;<br>8. Jumlah aset;<br>9. Jumlah liabilitas;<br>10. Jumlah ekuitas;<br>11. Rasio laba (rugi) terhadap jumlah aset;<br>12. Rasio laba (rugi) terhadap ekuitas;<br>13. Rasio laba (rugi) terhadap pendapatan/penjualan;<br>14. Rasio lancar;<br>15. Rasio liabilitas terhadap ekuitas;<br>16. Rasio liabilitas terhadap jumlah aset; dan<br>17. Informasi dan rasio keuangan lainnya yang relevan. | Financial highlights shall be presented in comparison between 3 (three) fiscal years or since the business started if the Issuer or Public Company starts its business less than 3 (three) years, at least include:<br>1. Net sales;<br>2. Gross profit;<br>3. Profit (loss);<br>4. Total profit (loss) attributable to owners of parent entity and non-controlling interest;<br>5. Total comprehensive profit (loss);<br>6. Total comprehensive profit (loss) attributable to owners of parent entity and non-controlling interest;<br>7. Earnings per share;<br>8. Total assets;<br>9. Total liabilities;<br>10. Total equity;<br>11. Return on assets;<br>12. Return on equity;<br>13. Return on net sales;<br>14. Current ratio;<br>15. Liabilities to equity ratio;<br>16. Liabilities to assets ratio, and<br>17. Other relevant information and financial ratio. |
|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 27                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| No.       | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Halaman /<br>Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>B.</b> | <b>Informasi Saham</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Share Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|           | <b>Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Share information of Public Company shall at least include:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 1.        | Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat:<br>a. Jumlah saham yang beredar;<br>b. Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;<br>c. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan;<br>d. Volume perdagangan pada bursa efek tempat saham dicatatkan.<br><br>Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;                                                                                                                                                                  | The issued shares shall be reported every quarter in a form of a comparison of the last two fiscal years that shall include:<br><br>a. number of issued shares;<br>b. market capitalization based on the price on the stock exchange where the shares are listed;<br>c. highest, lowest, and closing price based on the price on the stock exchange where the share is listed;<br>d. trading volume based on the stock exchange where the share is listed.<br><br>Information point b), c) and d) is only disclosed if the shares are listed on the stock exchange;                                                                                                                                |
| 2.        | Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:<br>a. Tanggal pelaksanaan aksi korporasi;<br>b. Rasio pemecahan saham, penggabungan saham, dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham;<br>c. Jumlah saham beredar sebelum dan sesudah aksi korporasi;<br>d. Jumlah efek konversi yang dilaksanakan (jika ada); dan<br>e. Harga saham sebelum dan sesudah aksi korporasi. | In regards to corporate action that causes changes in shares, such as stock split, reverse stock, dividends, bonus shares, changes in nominal value of shares, issuance of conversion bonds, as well as capital additions and subtraction, share highlights as stated in poin 1) shall be added some explanation at least about:<br><br>a. Corporate action dates;<br>b. Ratio of stock split, reverse stock, dividends, bonus share, total convention bonds issued, and changes in nominal value of shares;<br>c. Total number of issued shares before and after the corporate action;<br>d. Total convention bonds issued (if any); and<br>e. Share price before and after the corporate action. |
| 3.        | Dalam hal terjadi penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham tersebut; dan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | In the event of a share suspension or delisting during fiscal year, provide the explanation for the share suspension and or delisting; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 4.        | Dalam hal penghentian sementara perdagangan saham sebagaimana dimaksud pada poin 3) dan/atau proses pembatalan pencatatan saham masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham dan/atau pembatalan pencatatan saham tersebut.                                                                                                                                                                                                                                                                                                                                                                                                              | In the event of a shares suspension and or the shares delisting as stated in point 3) are still going on until the end of the period of the Annual Report, provide explanation of actions taken to settle the shares suspension and or delisting.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>C.</b> | <b>Laporan Dewan Komisaris</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>The Board of Directors' Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1.        | Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The evaluation of the Board of Directors' performance in managing the Issuer or Public Company, as well as the Board of Commissioners' supervision during the formulation and implementation of the Issuer's or Public Company's strategies by the Board of Directors;                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.        | Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The view on the business outlook of the Issuer or Public Company prepared by the Board of Directors; and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3.        | Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | The view on the corporate governance implementation of the Issuer or Public Company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>D.</b> | <b>Laporan Direksi</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>The Board of Directors' Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|           | <b>Laporan Direksi paling sedikit memuat uraian singkat mengenai:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>The Board of Directors' report shall at least include:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 1.        | kinerja Emiten atau Perusahaan Publik, paling sedikit memuat:<br>a. Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;<br>b. Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;<br>c. Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;<br>d. Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan<br>e. Kendala yang dihadapi Emiten atau Perusahaan Publik;                                                                                                                                                                                                                             | The performance of the Issuer or Public Company, at least including:<br>a. Strategies and policies of the Issuer or Public Company;<br>b. Role of the Board of Directors in formulating the Issuer's or Public Company's strategies and strategic policies;<br>c. Process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategies;<br>d. Comparison between achievement and target of the Issuer or Public Company; and<br>e. Challenges faced by the Issuer or Public Company;                                                                                                                                                          |

| No. | Kriteria / Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Halaman / Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 2.  | Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | The overview of business outlook of the Issuer or Public Company; and<br>67-69                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 3.  | Penerapan tata kelola Emiten atau Perusahaan Publik.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | The corporate governance implementation of the Issuer or Public Company.<br>69-73                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| E.  | Profil Emiten atau Perusahaan Publik                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Profile of the Issuer or Public Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|     | Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The profile of the Issuer or Public Company shall at least include:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1.  | Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name of the Issuer or Public Company including if there were change of name, reason of the change and the effective date of the name change in fiscal year;<br>100                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2.  | Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:<br>a. Alamat;<br>b. Nomor telepon;<br>c. Alamat surat elektronik; dan<br>d. Alamat situs web.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | The access to the Issuer or Public Company, including branch or representative office that allow public to obtain information about the Issuer or Public Company, including:<br>a. Address;<br>b. Phone number;<br>c. Email address; and<br>d. Website link.<br>100                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 3.  | Riwayat singkat Emiten atau Perusahaan Publik;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Brief history of the Issuer or Public Company;<br>104-105                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 4.  | Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan atau nilai-nilai perusahaan;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Vision and mission of the Issuer or Public Company as well as corporate culture or corporate values;<br>106-107                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 5.  | Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Line of business in accordance with the latest article of association, operating business activities in the financial year, as well as generated products and offered services;<br>108-115                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 6.  | Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The operational area of the Issuer or Public Company; the intended operational area is the area where operational activities are held or within the range of the company's operational activities;<br>116-117                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 7.  | Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1(satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The organization structure of the Issuer or Public Company as seen in a chart, at least to one level below the Board of Directors including committee under the Board of Directors (if any) and committee under the Board of Commissioners along with names and positions;<br>124-125                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 8.  | Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | List of membership in industrial associations in national or international scale which related with the implementation of sustainable finance;<br>122                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 9.  | Profil Direksi, paling sedikit memuat:<br>a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;<br>b. Foto terbaru;<br>c. Usia;<br>d. Kewarganegaraan;<br>e. Riwayat pendidikan dan/atau sertifikasi;<br>f. Riwayat jabatan, meliputi informasi:<br>• Dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;<br>• Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/ atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan<br>• Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;<br>g. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan<br>h. Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut. | The Board of Directors profile, which shall at least include:<br>a. Name and position in accordance with the duties and responsibilities;<br>b. Latest photograph;<br>c. Age;<br>d. Nationality;<br>e. Educational background and/or certification;<br>f. Work experience, covering this following information:<br>• The legal basis of appointment as the member of the board of directors of the issuer or public company;<br>• Concurrent position, as a member of the board of directors, member of the board of commissioners, or member of committee and other position inside or outside the issuer or public company. Please disclose if the member of the board of directors doesn't have concurrent position.<br>• Working experience with the time period both in and outside the issuer or public company.<br>g. Affiliated relationship with other member of the Board of Directors, member of the Board of Commissioners, main shareholders, and controlling either directly or indirectly to the individual owner, the information shall be included the name of the affiliated parties. The Company have also to disclose the information if the member of the Board of Directors doesn't have affiliated relationship.<br>h. The change in the composition of the Board of Directors and the reason of the change. If there were no change in the composition of the Board of Directors, a disclosure of this information is needed.<br>126-137 |

| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Halaman /<br>Page |
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| 10. | <p>Profil Dewan Komisaris, paling sedikit memuat:</p> <ul style="list-style-type: none"> <li>a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;</li> <li>b. Foto terbaru;</li> <li>c. Usia;</li> <li>d. Kewarganegaraan;</li> <li>e. Riwayat pendidikan dan/atau sertifikasi;</li> <li>f. Riwayat jabatan, meliputi informasi: <ul style="list-style-type: none"> <li>• Dasar hukum pengangkatan sebagai anggota Dewan Komisaris pada Emiten atau Perusahaan Publik yang bersangkutan;</li> <li>• Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/ atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan</li> <li>• Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li> </ul> </li> <li>g. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan</li> <li>h. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut.</li> </ul> | 138-150           |
| 11. | <p>Dalam hal terdapat perubahan susunan anggota Direksi dan/ atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 136-137, 150      |
| 12. | <p>Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/ kontrak) dalam tahun buku. Pengungkapan informasi dapat disajikan dalam bentuk tabel.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 118-121           |
| 13. | <p>Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:</p> <ul style="list-style-type: none"> <li>a. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;</li> <li>b. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/ atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan</li> <li>c. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik;</li> <li>d. Informasi di atas dapat disajikan dalam bentuk tabel.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 151-152           |
| 14. | <p>Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 152               |

| No.       | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Halaman /<br>Page                                                                                                                                                                                                      |
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| 15.       | jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:<br>a. Kepemilikan institusi lokal;<br>b. Kepemilikan institusi asing;<br>c. Kepemilikan individu lokal; dan<br>d. Kepemilikan individu asing;                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 151                                                                                                                                                                                                                    |
| 16.       | Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 152                                                                                                                                                                                                                    |
| 17.       | Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama di mana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama. Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.                                                                                                                                                                                                                                                                                                              | 153                                                                                                                                                                                                                    |
| 18.       | Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek di mana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham, penggabungan saham, dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);                                                                                                                                                                                                                                                                                                  | 155-159                                                                                                                                                                                                                |
| 19.       | Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada poin 18, yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/ imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);                                                                                                                                                                                                                                                                                                                                                                                                                           | 160                                                                                                                                                                                                                    |
| 20.       | Informasi penggunaan jasa Akuntan Publik dan Kantor Akuntan Publik beserta jaringan/asosiasi/ aliansinya meliputi:<br>a. Nama dan alamat;<br>b. Periode penugasan;<br>c. Informasi jasa audit dan/atau non-audit yang diberikan;<br>d. Biaya jasa audit dan/atau non-audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan<br>e. Dalam hal akuntan publik dan kantor akuntan publik beserta jaringan/asosiasi/aliannya, yang ditunjuk tidak memberikan jasa non-audit, maka diungkapkan mengenai informasi tersebut; dan<br>f. Pengungkapan informasi penggunaan jasa akuntan publik dan kantor akuntan publik beserta jaringan/ asosiasi/aliannya dapat disajikan dalam bentuk tabel. | 160                                                                                                                                                                                                                    |
| 21.       | Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain Akuntan Publik dan Kantor Akuntan Publik.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 161                                                                                                                                                                                                                    |
| <b>F.</b> | <b>Analisis dan Pembahasan Manajemen</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Management Analysis and Discussion</b>                                                                                                                                                                              |
|           | <b>Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Management analysis and discussion shall include the analysis and discussion about financial report and other important information with an emphasis on material changes during the fiscal year, that include:</b>  |
| 1.        | Tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:<br>a. Produksi, yang meliputi proses, kapasitas, dan perkembangannya;<br>b. Pendapatan/penjualan; dan<br>c. Profitabilitas.                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Operational review per business segment according to the type of industry of the Company, include:<br>a. Production which include process, capacity and its development;<br>b. Revenue/sales; and<br>c. Profitability. |



| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Halaman /<br>Page |
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| 2.  | Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:<br>a. Aset lancar, aset tidak lancar, dan total aset;<br>b. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;<br>c. Ekuitas;<br>d. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan<br>e. Arus kas. | 199-227           |
| 3.  | Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;                                                                                                                                                                                                                                                                                                                                                                                                                      | 227-229           |
| 4.  | Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;                                                                                                                                                                                                                                                                                                                                                                                                 | 229               |
| 5.  | Struktur modal dan kebijakan manajemen atas struktur modal tersebut disertai dasar penentuan kebijakan dimaksud;                                                                                                                                                                                                                                                                                                                                                                                               | 230-233           |
| 6.  | Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat:<br>a. Tujuan dari ikatan tersebut;<br>b. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;<br>c. Mata uang yang menjadi denominasi; dan<br>d. Langkah yang direncanakan emiten atau perusahaan publik untuk melindungi risiko dari posisi mata uang asing yang terkait                                                                                                                   | 232-233           |
| 7.  | Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat:<br>a. Jenis investasi barang modal;<br>b. Tujuan investasi barang modal; dan<br>c. Nilai investasi barang modal yang dikeluarkan.                                                                                                                                                                                                                                                                | 233               |
| 8.  | Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);                                                                                                                                                                                                                                                                                                                                                                                                                          | 234-235           |
| 9.  | Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.                                                                                                                                                                                                                                                                                                     | 249-254           |
| 10. | Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:<br>a. Pendapatan/penjualan;<br>b. Laba (rugi);<br>c. Struktur modal; atau<br>d. Hal lainnya yang dianggap penting bagi emiten atau perusahaan publik;                                                                                                                                                                                                                                                | 254-256           |
| 11. | Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1(satu) tahun mendatang, mengenai:<br>a. Pendapatan/penjualan;<br>b. Laba (rugi);<br>c. Struktur modal;<br>d. Kebijakan dividen; atau<br>e. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik.                                                                                                                                                                                                                       | 254-256           |
| 12. | Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;                                                                                                                                                                                                                                                                                                                                                                          | 197-198           |

| No. | Kriteria / Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman / Page |
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| 13. | <p>Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit:</p> <ol style="list-style-type: none"> <li>Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;</li> <li>Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non-kas;</li> <li>Jumlah dividen per saham (kas dan/atau non-kas); dan</li> <li>Jumlah dividen per tahun yang dibayar;</li> </ol> <p>Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal emiten atau perusahaan publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 236            |
| 14. | <p>Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan:</p> <ol style="list-style-type: none"> <li>Dalam hal selama tahun buku, emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan</li> <li>Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam peraturan otoritas jasa keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka emiten menjelaskan perubahan tersebut;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 237-241        |
| 15. | <p>Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/ peleburan usaha, akuisisi, restrukturisasi utang/ modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Tanggal, nilai, dan objek transaksi;</li> <li>Nama pihak yang melakukan transaksi;</li> <li>Sifat hubungan afiliasi (jika ada);</li> <li>Penjelasan mengenai kewajaran transaksi;</li> <li>Pemenuhan ketentuan terkait; dan</li> <li>Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), emiten atau perusahaan publik juga mengungkapkan informasi: <ul style="list-style-type: none"> <li>Pernyataan direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's-length principle</i>); dan</li> <li>Peran dewan komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's-length principle</i>);</li> </ul> </li> <li>Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.</li> <li>Untuk pengungkapan transaksi afiliasi dan/ atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan rups yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; dan</li> <li>Dalam hal tidak terdapat transaksi afiliasi dan/ atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;</li> </ol> | 241-246        |

| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Halaman /<br>Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |
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| 16. | Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 246-248                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |
| 17. | Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 248-249                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |
| G.  | Tata Kelola Emiten atau Perusahaan Publik                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Corporate Governance of the Issuer or Public Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |
|     | Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | The corporate governance of the Issuer or Public Company shall at least include a brief description of:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |
| 1.  | Rapat Umum Pemegang Saham (RUPS), paling sedikit memuat:<br>a. Informasi mengenai keputusan RUPS pada tahun buku dan 1(satu) tahun sebelum tahun buku meliputi: <ul style="list-style-type: none"><li>Keputusan RUPS pada tahun buku dan 1(satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan</li><li>Keputusan RUPS pada tahun buku dan 1(satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;</li></ul><br>b. Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | General Meeting of Shareholders (GMS), at least include:<br><br>a. The information of the resolutions of the GMS in the fiscal year and 1(one) year prior the fiscal year include: <ul style="list-style-type: none"><li>The resolution of the GMS in the fiscal year and 1(one) year prior the fiscal year that realized in the fiscal year; and</li><li>The resolution of the GMS in the fiscal year and one year prior of the fiscal year that has not been realized along with the reason.</li></ul><br>b. In the event that the Issuer or Public Company uses an independent party in the implementation of the GMS to calculate the votes, then this matter shall be disclosed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 267-275 |
| 2.  | Direksi, paling sedikit memuat:<br>a. Tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel.<br>b. Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi;<br>c. Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.<br><br>d. Pelatihan dan/atau peningkatan kompetensi anggota Direksi: <ul style="list-style-type: none"><li>Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan</li><li>Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);</li></ul><br>e. Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: <ul style="list-style-type: none"><li>Prosedur penilaian kinerja; dan</li><li>Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan</li></ul><br>f. Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut. | The Board of Directors, include:<br><br>a. The Board of Directors duties and responsibilities; the information about each duties and responsibilities of the Board of Directors shall be presented in tabular form.<br><br>b. A statement that the Board of Directors has guidelines or Board of Directors' charter;<br>c. The policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS; information on the level of attendance of members of the Board of Directors at the meeting of the Board of Directors, the meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in tabular form.<br><br>d. Training and/or competency improvement of members of the Board of Directors: <ul style="list-style-type: none"><li>Policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and</li><li>Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);</li></ul><br>e. The evaluation of the Board of Directors on the performance of the committees that support the implementation of the duties of the Board of Directors in the fiscal year shall at least contain: <ul style="list-style-type: none"><li>The performance evaluation procedure;</li><li>The criteria used, such as achievements, competency, attendance at meeting; and</li></ul><br>f. In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed. | 275-303 |

| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman /<br>Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 3.  | <p>Dewan Komisaris, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Tugas dan tanggung jawab Dewan Komisaris;</li> <li>Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (<i>charter</i>) Dewan Komisaris;</li> <li>Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel.</li> <li>Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: <ul style="list-style-type: none"> <li>Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan</li> <li>Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);</li> </ul> </li> <li>Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: <ul style="list-style-type: none"> <li>Prosedur pelaksanaan penilaian kinerja;</li> <li>Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan</li> <li>Pihak yang melakukan penilaian; dan</li> </ul> </li> <li>Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: <ul style="list-style-type: none"> <li>Prosedur penilaian kinerja; dan</li> <li>Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat.</li> </ul> </li> </ol> | <p>The Board of Commissioners, shall include:</p> <ol style="list-style-type: none"> <li>Duties and responsibilities of the Board of Commissioners;</li> <li>A statement that the Board of Commissioners has guidelines or Board of Commissioners' charter;</li> <li>Policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in these meetings including attendance at the GMS; Information on the level of attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in tabular form.</li> <li>Training and/or competency improvement of members of the Board of Commissioners: <ul style="list-style-type: none"> <li>Policies for training and/or improving the competence of members of the Board of Commissioners, including an orientation program for newly appointed members of the Board of Commissioners (if any); and</li> <li>Training and/or competency improvement attended by members of the Board of Commissioners in the fiscal year (if any);</li> </ul> </li> <li>Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least containing: <ul style="list-style-type: none"> <li>Procedures for implementing performance appraisals;</li> <li>The criteria used are performance achievements during the financial year, competence and attendance at meetings; and</li> <li>The party conducting the assessment; and</li> </ul> </li> <li>The Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the financial year includes: <ul style="list-style-type: none"> <li>Performance appraisal procedures; and</li> <li>The criteria used are performance achievements during the financial year, competence and attendance at meetings.</li> </ul> </li> </ol> |
| 4.  | <p>Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan</li> <li>Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: <ul style="list-style-type: none"> <li>Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;</li> <li>Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/ bonus dan lainnya; dan</li> <li>Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.</li> </ul> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:</p> <ol style="list-style-type: none"> <li>The nomination procedure, including a brief description of the nomination policies and processes for members of the Board of Directors and/or members of the Board of Commissioners; and</li> <li>Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others: <ul style="list-style-type: none"> <li>Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;</li> <li>The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and</li> <li>The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in tabular form.</li> </ul> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 5.  | <p>Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Nama;</li> <li>Dasar hukum pengangkatan Dewan Pengawas Syariah;</li> <li>Periode penugasan Dewan Pengawas Syariah;</li> <li>Tugas dan tanggung jawab Dewan Pengawas Syariah; dan</li> <li>Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>The Sharia Supervisory Board, for the Issuers or Public Company who carries out business activities based on sharia principles as stated in the articles of association, shall at least contain:</p> <ol style="list-style-type: none"> <li>Name;</li> <li>The legal basis of the appointment of the Sharia Supervisory Board;</li> <li>The period of assignment of the Sharia Supervisory Board;</li> <li>Duties and responsibilities of the Sharia Supervisory Board; and</li> <li>The frequency and method of providing advice and suggestions as well as supervising the fulfilment of sharia principles in the capital market to the Issuer or Public Company;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Halaman /<br>Page |
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| 6.  | <p>Komite Audit, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Nama dan jabatannya dalam keanggotaan komite;</li> <li>Usia;</li> <li>Kewarganegaraan;</li> <li>Riwayat pendidikan;</li> <li>Riwayat jabatan, meliputi informasi: <ul style="list-style-type: none"> <li>Dasar hukum penunjukan sebagai anggota komite;</li> <li>Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/ atau anggota komite serta jabatan lainnya (jika ada); dan</li> <li>Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li> </ul> </li> <li>Periode dan masa jabatan anggota komite audit;</li> <li>Pernyataan independensi komite audit;</li> <li>Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);</li> <li>Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan</li> <li>Pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (<i>charter</i>) komite audit;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                | 373-381           |
| 7.  | <p>Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Nama dan jabatannya dalam keanggotaan komite;</li> <li>Usia;</li> <li>Kewarganegaraan;</li> <li>Riwayat pendidikan;</li> <li>Riwayat jabatan, meliputi informasi: <ul style="list-style-type: none"> <li>Dasar hukum penunjukan sebagai anggota komite;</li> <li>Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/ atau anggota komite serta jabatan lainnya (jika ada); dan</li> <li>Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li> </ul> </li> <li>Periode dan masa jabatan anggota komite;</li> <li>Pernyataan independensi komite;</li> <li>Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);</li> <li>Uraian tugas dan tanggung jawab;</li> <li>Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>);</li> <li>Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;</li> <li>Uraian singkat pelaksanaan kegiatan pada tahun buku; dan</li> <li>Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan: <ul style="list-style-type: none"> <li>Alasan tidak dibentuknya komite; dan</li> <li>Pihak yang melaksanakan fungsi nominasi dan remunerasi;</li> </ul> </li> </ol> | 381-389           |



| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Halaman /<br>Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         |
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| 8.  | <p>Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:</p> <p>a. Nama dan jabatannya dalam keanggotaan komite;</p> <p>b. Usia;</p> <p>c. Kewarganegaraan;</p> <p>d. Riwayat pendidikan;</p> <p>e. Riwayat jabatan, meliputi informasi:</p> <ul style="list-style-type: none"><li>• Dasar hukum penunjukan sebagai anggota komite;</li><li>• Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/ atau anggota komite serta jabatan lainnya (jika ada); dan</li><li>• Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li></ul> <p>f. Periode dan masa jabatan anggota komite;</p> <p>g. Pernyataan independensi komite;</p> <p>h. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan</p> <p>i. Uraian tugas dan tanggung jawab;</p> <p>j. Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) komite;</p> <p>k. Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan</p> <p>l. Uraian singkat pelaksanaan kegiatan komite pada tahun buku.</p> | <p>Other committee of the Issuer or Public Company to support the role and function of the Board of Directors (if any) and/ or committees who support the function and duties of the Board of Commissioners, at least including:</p> <p>a. Name and positions in the committee;</p> <p>b. Age;</p> <p>c. Nationality;</p> <p>d. Educational background;</p> <p>e. Work experience, include:</p> <ul style="list-style-type: none"><li>• Legal basis for appointment as committee member;</li><li>• Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and</li><li>• Work experience and period of time both inside and outside the Issuer or Public Company;</li></ul> <p>f. Period and term of office of the committee members;</p> <p>g. Statement of independence of the committee;</p> <p>h. Training and/or competency improvement that have been followed in the fiscal year (if any);</p> <p>i. Description of duties and responsibilities;</p> <p>j. A statement that it has a guideline or charter;</p> <p>k. Policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;</p> <p>l. A brief description of the implementation of activities in the fiscal year.</p> | 398-425 |
| 9.  | <p>Sekretaris Perusahaan, paling sedikit memuat:</p> <p>a. Nama;</p> <p>b. Domisili;</p> <p>c. Riwayat jabatan, meliputi:</p> <ul style="list-style-type: none"><li>• Dasar hukum penunjukan sebagai sekretaris perusahaan; dan</li><li>• Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li></ul> <p>d. Riwayat pendidikan;</p> <p>e. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan</p> <p>f. Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Corporate Secretary, at least include:</p> <p>a. Name;</p> <p>b. Domicile;</p> <p>c. Work experience, include:</p> <ul style="list-style-type: none"><li>• legal basis for appointment as corporate secretary; and</li><li>• work experience and the time period both in and outside the Company;</li></ul> <p>d. Educational background;</p> <p>e. Training or competency development participated in the fiscal year; and</p> <p>f. Brief description of the implementation of corporate secretary duties in the fiscal year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 425-431 |
| 10. | <p>Unit Audit Internal, paling sedikit memuat:</p> <p>a. Nama kepala unit audit internal;</p> <p>b. Riwayat jabatan, meliputi:</p> <ul style="list-style-type: none"><li>• Dasar hukum penunjukan sebagai kepala unit audit internal; dan</li><li>• Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li></ul> <p>c. Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);</p> <p>d. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;</p> <p>e. Struktur dan kedudukan Unit Audit Internal;</p> <p>f. Uraian tugas dan tanggung jawab;</p> <p>g. Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) Unit Audit Internal; dan</p> <p>h. Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/ atau Komite Audit;</p>                                                                                                                                                                                                                                                                                                                                                               | <p>Internal Audit Unit, include:</p> <p>a. Name of head of internal audit;</p> <p>b. Work experience, include:</p> <ul style="list-style-type: none"><li>• Legal basis for appointment as head of internal audit;</li><li>• Work experience and the time period both in and outside the Issuer or Public Company;</li></ul> <p>c. Qualification or certification as internal audit (if any);</p> <p>d. Training or competency development in the fiscal year.</p> <p>e. Structure and position of Internal Audit Unit;</p> <p>f. Description of duties and responsibilities;</p> <p>g. A statement that it has a guideline or Internal Audit Unit charter;</p> <p>h. Brief description about the implementation of duties of the Internal audit unit in the fiscal year include the policies and implementation of meeting frequency with the Board of Directors, Board of Commissioners, or Audit Committee;</p>                                                                                                                                                                                                                                                                                                                                                                                                                             | 431-445 |
| 11  | <p>Uraian mengenai sistem pengendalian internal (<i>internal control</i>) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:</p> <p>a. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya;</p> <p>b. Tinjauan atas efektivitas sistem pengendalian internal; dan</p> <p>c. Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem penguendalian internal;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>A description of the internal control system implemented by the Issuer or Public Company, at least containing:</p> <p>a. Financial and operational control, as well as compliance with other laws and regulations;</p> <p>b. Review of the effectiveness of the internal control system; and</p> <p>c. Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 447-451 |

| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Halaman /<br>Page |
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| 12  | <p>Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;</li> <li>Jenis risiko dan cara pengelolaannya;</li> <li>Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan</li> <li>Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                          | 451-466           |
| 13  | <p>Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Pokok perkara/gugatan;</li> <li>Status penyelesaian perkara/gugatan; dan</li> <li>Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 475-476           |
| 14  | <p>informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 476               |
| 15  | <p>Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:</p> <ol style="list-style-type: none"> <li>Pokok-pokok kode etik;</li> <li>Bentuk sosialisasi kode etik dan upaya penegakannya; dan</li> <li>Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 480-493           |
| 16  | <p>uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program</i>/MSOP) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program</i>/ESOP); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program</i>/MSOP) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program</i>/ESOP), informasi yang diungkapkan paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>jumlah saham dan/atau opsi;</li> <li>jangka waktu pelaksanaan;</li> <li>persyaratan karyawan dan/atau manajemen yang berhak; dan</li> <li>harga pelaksanaan atau penentuan harga pelaksanaan;</li> </ol> | 493               |
| 17  | <p>Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:</p> <ol style="list-style-type: none"> <li>Kepemilikan saham anggota direksi dan anggota dewan komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham perusahaan terbuka; dan</li> <li>Pelaksanaan atas kebijakan dimaksud;</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 493               |
| 18  | <p>Uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik, paling sedikit memuat:</p> <ol style="list-style-type: none"> <li>Cara penyampaian laporan pelanggaran;</li> <li>Perlindungan bagi pelapor;</li> <li>Penanganan pengaduan;</li> <li>Pihak yang mengelola pengaduan; dan</li> <li>Hasil dari penanganan pengaduan, paling sedikit: <ul style="list-style-type: none"> <li>Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan</li> <li>Tindak lanjut pengaduan; dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (<i>whistleblowing system</i>), maka diungkapkan mengenai hal tersebut.</li> </ul> </li> </ol>                                                                                                                                                                                                                  | 493-503           |

| No. | Kriteria / Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Halaman / Page                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 19  | <p>Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:</p> <p>a. Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (<i>kickbacks</i>), <i>fraud</i>, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan</p> <p>b. Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.</p>                                                                                                                                                                                                                                                                                                                                                           | <p>A description of the anti-corruption policy of the Company, at least containing:</p> <p>a. Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in the Issuer or Public Company; and</p> <p>b. Anti-corruption training/socialization to employees of the Issuer or Public Company; in the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy shall be explained.</p>                                                                                                                                                                                                                                                                                                                                                                                 | 467-475 |
| 20  | <p>Penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi:</p> <p>a. Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau</p> <p>b. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada). Pengungkapan informasi dapat disajikan dalam bentuk tabel.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Implementation of the Public Company governance guidelines for Issuers that issue equity securities or Public Company, including:</p> <p>a. A statement regarding the recommendations that have been implemented; and/or</p> <p>b. Explanation of recommendations that have not been implemented, along with reasons and alternative implementations (if any). Disclosure of information can be presented in tabular form.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 510-513 |
| H.  | <b>Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Social and Environmental Responsibility of the Issuer or Public Company</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |
| 1.  | <p>Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (<i>Sustainability Report</i>) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:</p> <p>a. Penjelasan strategi keberlanjutan;</p> <p>b. Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);</p> <p>c. Profil singkat Emiten atau Perusahaan Publik;</p> <p>d. Penjelasan Direksi;</p> <p>e. Tata kelola keberlanjutan;</p> <p>f. Kinerja keberlanjutan;</p> <p>g. Verifikasi tertulis dari pihak independen, jika ada;</p> <p>h. Lembar umpan balik (<i>feedback</i>) untuk pembaca, jika ada; dan</p> <p>i. Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;</p> | <p>The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at most slightly load:</p> <p>a. Explanation of the sustainability strategy;</p> <p>b. An overview of sustainability aspects (economic, social, and environmental);</p> <p>c. Brief profile of the Issuer or Public Company;</p> <p>d. Explanation of the Board of Directors;</p> <p>e. Sustainability governance;</p> <p>f. Sustainability performance;</p> <p>g. Written verification from an independent party, if any;</p> <p>h. A feedback sheet for readers, if any; and</p> <p>i. The response of the Company to the previous year's report feedback;</p> | √       |
| 2.  | <p>Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>The Sustainability Report as referred to point 1), must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for the Issuer and Public Company as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | √       |
| 3.  | <p>Informasi Laporan Keberlanjutan pada angka 1) dapat:</p> <p>a. Diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau</p> <p>b. Merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik;</p>                                                                                                                                                                                                                              | <p>Information on the Sustainability Report in number 1) can:</p> <p>a. Be disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/ or</p> <p>b. Refer to other sections outside the social and environmental responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;</p>                                                                                                                                                                          | √       |

| No. | Kriteria /<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                               | Halaman /<br>Page                                                                                                                                                      |
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| 4.  | Laporan Keberlanjutan sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan;                                                                                                                                                                                                                                                                                  | ✓                                                                                                                                                                      |
| 5.  | Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus:<br>a. Memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan<br>b. Disusun sesuai pedoman teknis penyusunan laporan keberlanjutan bagi emiten dan perusahaan publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini; | ✓                                                                                                                                                                      |
| 6.  | Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan                                                                                                                                       | ✓                                                                                                                                                                      |
| 7.  | Penyampaian Laporan Keberlanjutan yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.                                                                                                                                                                                                                                                                                                              | ✓                                                                                                                                                                      |
| I.  | <b>Laporan Keuangan Tahunan yang telah Diaudit.</b>                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Audited Annual Financial Statements.</b><br>✓                                                                                                                       |
| J.  | <b>Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan.</b>                                                                                                                                                                                                                                                                                                                                                     | <b>Letter of Statement of the Members of the Board of Directors and Members of the Board of Commissioners concerning the Responsibility of the Annual Report.</b><br>✓ |

# Referensi Kriteria Annual Report Award (ARA)

## Annual Report Award (ARA) Criteria Reference

| Nomor/<br>Number     | Pertanyaan ARA /<br>ARA Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Halaman /<br>Page |
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| <b>ANNUAL REPORT</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |
| <b>A.1.1</b>         | <b>Uraian Isi Laporan Tahunan / Description of Contents of the Annual Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |
| A.1.1.1              | Laporan Keuangan Tahunan yang Telah Diaudit / Audited Annual Financial Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                 |
| A.1.1.2              | Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan / Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                 |
| <b>A.1.2</b>         | <b>Ikhtisar Data Keuangan Penting / Overview of Important Financial Data</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |
| A.1.2.0              | Informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Perusahaan tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun / Financial information presented in comparative form for 3 (three) fiscal years or since starting its business if the Company has carried out its business activities for less than 3 (three) years                                                                                                                                                                                                                                                                                                                                             | 27                |
| A.1.2.1              | Rasio laba (rugi) terhadap jumlah aset / Profit (loss) to total assets ratio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 28                |
| A.1.2.2              | Rasio laba (rugi) terhadap ekuitas / Profit (loss) to equity ratio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 28                |
| A.1.2.3              | Rasio laba (rugi) terhadap pendapatan/penjualan / Profit (loss) to revenue/sales ratio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 28                |
| A.1.2.4              | Rasio lancar / Current ratio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 28                |
| A.1.2.5              | Rasio liabilitas terhadap ekuitas / Liabilities to equity ratio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 28                |
| A.1.2.6              | Rasio liabilitas terhadap jumlah aset / Liabilities to total assets ratio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 28                |
| A.1.2.7              | Informasi dan rasio keuangan lainnya yang relevan dengan Perusahaan dan jenis industrinya / Other information and financial ratios relevant to the Company and its industry type                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 28                |
| <b>A.1.3</b>         | <b>Informasi Saham (Jika Ada) / Share Information (If Any)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                   |
| A.1.3.1              | Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir / Shares issued for each quarter are presented in the form of comparison for the last 2 (two) years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | -                 |
| A.1.3.1.a            | Jumlah saham yang beredar / Total outstanding shares                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | -                 |
| A.1.3.1.b            | Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan / Market capitalization based on the price on the Stock Exchange where the securities are listed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -                 |
| A.1.3.1.c            | Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan / The highest, lowest, and closing share price based on the Stock Exchange where the securities are listed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                 |
| A.1.3.1.d            | Volume perdagangan pada bursa efek tempat saham dicatatkan / Volume of trading on the Stock Exchange where the securities are listed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | -                 |
| A.1.3.2              | Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal / If of a corporate action that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the shares' nominal value, conversion securities issuance, as well as capital additions and deductions                                                                                                                                                                                                                                           | -                 |
| A.1.3.3              | Dalam hal terjadi penghentian sementara perdagangan saham ( <i>suspension</i> ) dan/atau pembatalan pencatatan saham ( <i>delisting</i> ) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham ( <i>suspension</i> ) dan/atau pembatalan pencatatan saham ( <i>delisting</i> ) tersebut / If share trading temporary suspension ( <i>suspension</i> ) and/or shares delisting during the fiscal year, the shares' suspension and/or delisting reasons shall be explained                                                                                                                                                                                                                                                       | -                 |
| A.1.3.4              | Dalam hal penghentian sementara perdagangan saham ( <i>suspension</i> ) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham ( <i>delisting</i> ) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham ( <i>suspension</i> ) dan/atau pembatalan pencatatan saham ( <i>delisting</i> ) tersebut / If the share trading temporary suspension as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading and/ or cancellation of the share listing ( <i>delisting</i> ) shall be explained | -                 |



| Nomor/<br>Number | Pertanyaan ARA /<br>ARA Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Halaman /<br>Page |
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| <b>A.1.4</b>     | <b>Laporan Direksi / Board of Directors Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>50</b>         |
| A.1.4.1          | Kinerja Perusahaan / Company Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 54-60             |
| A.1.4.1.a        | Strategi dan Kebijakan Strategis Perusahaan / The strategy and strategic policy of the Company                                                                                                                                                                                                                                                                                                                                                                                                                           | 60                |
| A.1.4.1.b        | Peranan Direksi dalam perumusan strategi dan kebijakan strategis Perusahaan / Board of Directors' role in formulating strategies and strategic policies of the Company                                                                                                                                                                                                                                                                                                                                                   | 64                |
| A.1.4.1.c        | Proses yang dilakukan Direksi untuk memastikan implementasi strategi / The Process carried out by the Board of Directors to ensure the strategy implementation                                                                                                                                                                                                                                                                                                                                                           | 63                |
| A.1.4.1.d        | Perbandingan antara hasil yang dicapai dengan yang ditargetkan Perusahaan / Comparison between the results achieved and those targeted by the Company                                                                                                                                                                                                                                                                                                                                                                    | 54-55             |
| A.1.4.1.e        | Kendala yang dihadapi / Constraints faced by the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 65                |
| A.1.4.2          | Gambaran tentang prospek usaha Perusahaan / Business prospects overview of the Company                                                                                                                                                                                                                                                                                                                                                                                                                                   | 67                |
| A.1.4.3          | Penerapan governansi Perusahaan / Governance implementation of the Company                                                                                                                                                                                                                                                                                                                                                                                                                                               | 69                |
| <b>A.1.5</b>     | <b>Laporan Dewan Komisaris / Board of Commissioners Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>78</b>         |
| A.1.5.1          | Penilaian terhadap kinerja direksi mengenai pengelolaan Perusahaan, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Perusahaan / Board of Directors' performance evaluation regarding the Company' management, including the supervision of the Board of Commissioners in the strategies formulation and implementation                                                                                                                                                                    | 78                |
| A.1.5.2          | Pandangan atas prospek usaha Perusahaan yang disusun oleh Direksi/ View on the business prospects of the Company prepared by the Board of Directors                                                                                                                                                                                                                                                                                                                                                                      | 86                |
| A.1.5.3          | Pandangan atas penerapan governansi Perusahaan / View on the Company's application of governance                                                                                                                                                                                                                                                                                                                                                                                                                         | 88                |
| <b>A.1.6</b>     | <b>Profil Perusahaan / Profile of the Company</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                   |
| A.1.6.1          | Akses terhadap Perusahaan termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Perusahaan / Access to Issuer or Public Company, including any branch offices or representative offices, which allows the public access to information on the Company                                                                                                                                                                                                           | 100               |
| A.1.6.1.a        | Alamat / Address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100               |
| A.1.6.1.b        | Nomor telepon / Telephone number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100               |
| A.1.6.1.c        | Alamat surat elektronik / Electronic mail address                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100               |
| A.1.6.1.d        | Alamat situs web / Website address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100, 101          |
| A.1.6.2          | Riwayat singkat Perusahaan / Brief history of the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 104               |
| A.1.6.3          | Visi dan misi Perusahaan serta budaya perusahaan ( <i>corporate culture</i> ) atau nilai-nilai perusahaan / Vision and mission of the Company as well as the corporate culture or corporate values                                                                                                                                                                                                                                                                                                                       | 106               |
| A.1.6.4          | Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan / Business activities according to the last articles of association, the business activities carried out during the fiscal year, as well as the type of goods and/or services produced                                                                                                                                                                                  | 108               |
| A.1.6.5          | Wilayah operasional Perusahaan. wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan / Operational area of the Company. The operational area is the area or area for the implementation of operational activities or the range of the Company's operating activities                                                                                                                                                                   | 116               |
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| A.1.11.16        | Dalam hal terdapat pemberian kompensasi berupa program kepemilikan saham oleh manajemen ( <i>management stock ownership program/MSOP</i> ) dan/atau program kepemilikan saham oleh karyawan ( <i>employee stock ownership program/ESOP</i> ), informasi yang diungkapkan paling sedikit memuat: (atas point A.1.11.16) / If there is compensation provided in the form of a share ownership program by management ( <i>management stock ownership program/MSOP</i> ) and/or an employee stock ownership program ( <i>ESOP</i> ), the information disclosed must contain at least (at point A.1.11.16)                                                                                   | 493                 |
| A.1.11.16.a      | Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Perusahaan (jika ada), antara lain berupa program kepemilikan saham oleh manajemen ( <i>management stock ownership program/MSOP</i> ) dan/atau program kepemilikan saham oleh karyawan ( <i>employee stock ownership program/ESOP</i> ) / A brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program ( <i>MSOP</i> ) and/or employee stock ownership program ( <i>ESOP</i> ); | 493                 |
| A.1.11.16.b      | Apakah terdapat pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan dalam tahun buku? /Is there long-term performance-based compensation provided to management and/or employees in the fiscal year?                                                                                                                                                                                                                                                                                                                                                                                                                                                | 493                 |

| Nomor/<br>Number | Pertanyaan ARA /<br>ARA Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman /<br>Page |
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| A.1.11.16.c      | Dalam hal terdapat pemberian kompensasi berupa program kepemilikan saham oleh manajemen ( <i>management stock ownership program/MSOP</i> ) dan/atau program kepemilikan saham oleh karyawan ( <i>employee stock ownership program/ESOP</i> ), informasi yang diungkapkan paling sedikit memuat: / In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must at least contain: | 493               |
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| A.1.11.19        | Uraian mengenai kebijakan anti korupsi Perusahaan / Description of the anti-corruption policy of the Company                                                                                                                                                                                                                                                                                                                                                                                        | 467-475           |
| A.1.11.19.a      | Program dan prosedur yang dilakukan / Programs and procedures implemented                                                                                                                                                                                                                                                                                                                                                                                                                           | -                 |
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| A.1.11.20a       | Penerapan atas pedoman governansi Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: / Implementation of Code of Corporate Governance guidelines by the Issuer that issues equity securities or the Public Company, including:                                                                                                                                                                                                                 | -                 |
| A.1.11.20a.a     | Pernyataan mengenai rekomendasi yang telah dilaksanakan / Statement regarding recommendations have been implemented                                                                                                                                                                                                                                                                                                                                                                                 | 512-513           |
| A.1.11.20a.b     | Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut / Evidence/explanation showing that the company has implemented these recommendations                                                                                                                                                                                                                                                                                                                      | -                 |
| A.1.11.20a.c     | Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif / Description of the recommendations that have not been implemented, the reasons, and the implementation alternatives                                                                                                                                                                                                                                                                                           | 512-513           |
| A.1.11.20b       | Pengungkapan terkait penerapan atas pedoman governansi Perusahaan dengan pendekatan " <i>comply or explain</i> " atau " <i>apply or explain</i> ", meliputi: / Disclosures related to the implementation of the Company's governance guidelines using the " <i>comply or explain</i> " or " <i>apply or explain</i> " approach, include:                                                                                                                                                            | -                 |
| A.1.11.20b.a     | Pernyataan mengenai rekomendasi yang telah dilaksanakan / Statement regarding recommendations have been implemented                                                                                                                                                                                                                                                                                                                                                                                 | -                 |

| Nomor/<br>Number                                 | Pertanyaan ARA /<br>ARA Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Halaman /<br>Page |
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| A.1.11.20b.b                                     | Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut / Evidence/explanation showing that the company has implemented these recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                 |
| A.1.11.20b.c                                     | Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif / Description of the recommendations that have not been implemented, the reasons, and the implementation alternatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | -                 |
| <b>BONUS &amp; PENALTI / BONUS &amp; PENALTY</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                   |
| <b>B.A</b>                                       | <b>Pertanyaan Bonus / Bonus Question</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |
| B.A.1                                            | Jenis keputusan yang memerlukan persetujuan Dewan Komisaris (PUGKI 1.3.2) / Types of decisions that require approval from the Board of Commissioners (PUGKI 1.3.2)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -                 |
| B.A.2                                            | Rincian tugas Komisaris Utama (PUGKI 1.3.13.1) / Details of the duties of the President Commissioner (PUGKI 1.3.13.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -                 |
| B.A.3                                            | Tanggung jawab Komite Audit dalam pemberian rekomendasi atas penunjukan dan pemberhentian auditor eksternal (ASEAN CG ScoreCard E.2.24) / Responsibility of the Audit Committee in providing recommendations for the appointment and dismissal of external auditors (ASEAN CG ScoreCard E.2.24)                                                                                                                                                                                                                                                                                                                                                                                                                                                               | -                 |
| B.A.4                                            | Sertifikasi profesi (misalnya dalam bidang Risiko, Akuntansi, Perpajakan, IT, Hukum) yang dimiliki oleh (Kriteria tambahan ARA 2019) / Professional certification (for example in the sector of Risk, Accounting, Taxation, IT, Law) held by (2019 ARA additional criteria)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                 |
| B.A.4.a                                          | Komite Audit / Audit Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                 |
| B.A.4.b                                          | Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -                 |
| B.A.4.c                                          | Komite Manajemen Risiko / Risk Management Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                 |
| B.A.4.d                                          | Komite Lainnya / Other Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -                 |
| B.A.5                                            | Deskripsi proses governansi terkait isu IT termasuk <i>disruption</i> (gangguan), <i>cyber security</i> (keamanan dunia maya), dan <i>disaster recovery</i> (pemulihan bencana) untuk memastikan semua risiko utama telah diidentifikasi, dikelola, dan dilaporkan pada Direksi (ASEAN CG Score Card B.E.5.1) / Description of governance processes related to IT issues including disruption, cyber security, and disaster recovery to ensure all major risks have been identified, managed, and reported to the Board of Directors (ASEAN CG Score Card B.E.5.1)                                                                                                                                                                                            | -                 |
| B.A.6                                            | Kebijakan untuk mencegah terjadinya <i>insider trading</i> . (Aturan yang jelas mengenai perdagangan apa pun dalam saham korporasi yang dilakukan oleh Direktur, Komisaris dan orang dalam untuk memastikan bahwa siapa pun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak/ belum tersedia di pasar) (PUKGI 7.2.3) / Policy to prevent insider trading. (Clear rules regarding any trading in corporate shares carried out by Directors, Commissioners and insiders to ensure that anyone cannot profit directly or indirectly from information that is not/ not yet available on the market) (PUKGI 7.2.3)                                                                                                 | -                 |
| B.A.7                                            | Kebijakan penghargaan/kompensasi yang memperhitungkan kinerja perusahaan jangka panjang (ASEAN CG Score Card C.3.3) / Reward/compensation policy that takes into account long-term company performance (ASEAN CG Score Card C.3.3)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -                 |
| B.A.8                                            | Kebijakan untuk melakukan penelaahan dan persetujuan transaksi dengan pihak berelasi yang material/ signifikan (ASEAN CG Score Card D.3.1) / Policy for reviewing and approving transactions with material/ significant related parties (ASEAN CG Score Card D.3.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                 |
| B.A.9                                            | Kebijakan terkait perencanaan atas suksesi anggota Direksi dan manajemen kunci (ASEAN CG Score Card E.5.3) / Policy related to planning for the succession of members of the Board of Directors and key management (ASEAN CG Score Card E.5.3)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                 |
| B.A.10.a                                         | Kerangka pelaporan berkelanjutan yang diakui secara internasional (contoh: GRI, Integrated Reporting, SASB) yang diadopsi oleh Perusahaan / Internationally recognized sustainability reporting framework (e.g. GRI, Integrated Reporting, SASB) adopted by the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | -                 |
| <b>B.B.0</b>                                     | <b>Pertanyaan Tambahan / Additional Questions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |
| B.B.1                                            | Apakah korporasi menerbitkan laporan tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu pemegang saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan? Uraikan dengan singkat (PUKGI 6.2.4) / Does the corporation publish an integrated annual report that puts historical performance into context and describes the corporation's risks, opportunities and future prospects, thereby helping shareholders and stakeholders understand the corporation's strategic objectives and its progress in creating sustainable value? Describe briefly (PUKGI 6.2.4) | -                 |

| Nomor/<br>Number | Pertanyaan ARA /<br>ARA Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman /<br>Page |
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|                  | <b>Penjelasan:/</b> Explanation: Perseroan secara berkelanjutan telah menerbitkan laporan tahunan yang terintegrasi dengan menempatkan kinerja historis sebagai acuan dalam menggambarkan risiko, pemanfaatan peluang, dan penyusunan strategi untuk prospek usaha di masa depan. Hal ini bertujuan untuk membantu pemegang saham dan pemangku kepentingan memahami tujuan Perseroan dalam menciptakan nilai yang berkelanjutan. Informasi tersebut telah dijabarkan dalam laporan tahunan pada Bab Analisa dan Pembahasan Manajemen halaman 113-155 dan Laporan Keberlanjutan yang disajikan secara terpisah. / The Company has continuously published an integrated annual report by placing historical performance as a reference in describing risks, utilizing opportunities, and formulating strategies for future business prospects. This aims to help shareholders and stakeholders understand the Company's goals in creating sustainable value. This information has been described in the annual report in the Management Discussion and Analysis Chapter on pages 113-155 and the Sustainability Report which is presented separately. | -                 |
| B.B.2            | Pengungkapan kerangka governansi, pengelolaan dan pengendalian aspek perpajakan di perusahaan (GRI) / Disclosure of governance framework, management and control of tax aspects in companies (GRI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | -                 |
|                  | <b>Penjelasan:/</b> Explanation: Terkait dengan struktur tata kelola, pengelolaan, dan pengendalian aspek perpajakan di Perseroan, telah tercantum dalam Laporan Keberlanjutan. / The governance structure, management and control of taxation aspects in the Company have been stated in the Sustainability Report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                 |
| <b>B.B</b>       | <b>Pertanyaan Penalti /</b> Penalty Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -                 |
| B.C.1            | Tanggal penerbitan Laporan Keuangan Tahunan (ASEAN CG Score Card B.D.1.1 & Peraturan OJK) / Date of publication of Annual Financial Report (ASEAN CG Score Card B.D.1.1 & OJK Regulations)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                 |
|                  | <b>Penjelasan:/</b> Explanation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | -                 |
| B.C.2            | Tanggal penerbitan Laporan Tahunan (ASEAN CG Score Card B.D.1.1 & Peraturan OJK) / Annual Report publication date (ASEAN CG Score Card B.D.1.1 & OJK Regulations)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                 |
| B.C.3            | Opini auditor independen atas laporan keuangan perusahaan / Independent auditor's opinion on the company's financial statements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | -                 |
| B.C.4            | Apakah terjadi perdagangan orang dalam yang melibatkan Direksi/Komisaris, manajemen dan karyawan dalam tiga tahun terakhir? (ASEAN CG Score Card P.B.1.1) / Is there any insider trading involving Directors/Commissioners, management and employees in the last three years? (ASEAN CG Score Card P.B.1.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -                 |
| B.C.5            | Apakah ada kasus ketidakpatuhan terhadap hukum, aturan dan peraturan yang berkaitan dengan transaksi pihak berelasi yang signifikan atau material dalam tiga tahun terakhir? (ASEAN CG Score Card P.B.2.1) / Are there any cases of non-compliance with laws, rules, and regulations related to significant or material related party transactions in the last three years? (ASEAN CG Score Card P.B.2.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                 |
| B.C.6            | Apakah telah terjadi pelanggaran hukum apa pun yang berkaitan dengan masalah perburuhan/ ketenagakerjaan/ konsumen/ kepailitan/ komersial/ persaingan atau lingkungan (P.C.1.1) / Are there any legal violations related to labor/employment/consumer/insolvency/ commercial/competition or environmental issues? (P.C.1.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -                 |
| B.C.7            | Apakah Perusahaan menghadapi sanksi dari regulator karena tidak membuat pengumuman dalam jangka waktu yang ditentukan untuk peristiwa penting ( <i>material event</i> )? (ASEAN CG Score Card P.C.2.1) / Does the Company face sanctions from regulators for not making an announcement within the specified time period for a material event? (ASEAN CG Score Card P.C.2.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -                 |
| B.C.8            | Apakah Perusahaan memperoleh putusan bersalah dari pengadilan pajak tertinggi terkait masalah perpajakan apapun selama tiga tahun terakhir? / Does the Company receive a guilty verdict from the highest tax court regarding any tax matters during the last three years?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                 |
| B.C.9            | Apakah ada bukti bahwa Perusahaan tidak mematuhi aturan dan peraturan pencatatan apa pun selama setahun terakhir selain dari aturan pengungkapan? (P.E.1.1) / Is there any evidence that the Company has not complied with any listing rules and regulations during the past year other than disclosure rules? (P.E.1.1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -                 |



# Daftar Pengungkapan Sesuai POJK 51/POJK.03/2017 [OJK G.4]

List of Disclosures According to POJK 51/POJK.03/2017 [OJK G.4]

| No. Indeks/<br>Indices No.                                                         | Pengungkapan /<br>Disclosure                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Pengungkapan<br>Informasi atau<br>Posisi /<br>Information or<br>Position Disclosure |
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| C.2                                                                                | Nama, alamat, nomor telepon, nomor faksimil, email, dan situs resmi / Name, address, telephone number, fax number, email and official website                                                                                                                                                                                                                                                                                                                                                    | 100-102, 116                                                                        |
| C.3                                                                                | Skala Usaha (total aset atau kapitalisasi aset, total kewajiban, jumlah karyawan yang dibagi menurut jenis kelamin, jabatan, usia, pendidikan, dan status ketenagakerjaan), Persentase kepemilikan saham (publik dan pemerintah), Wilayah operasional / Business Scale (total assets or asset capitalization, total liabilities, number of employees divided by gender, position, age, education and employment status), Percentage of share ownership (public and government), Operational area | 115, 118-121, 151                                                                   |
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## SURAT PERNYATAAN ANGGOTA DIREKSI DAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2024 PT KERETA API INDONESIA (PERSERO)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Kereta Api Indonesia (Persero) tahun 2024 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Bandung, June 2025 / Bandung, June, 2025

### DIREKSI

Board of Directors



**Didiek Hartantyo**  
Direktur Utama  
President Director



**Hadis Surya Palapa**  
Direktur Niaga  
Managing Director of Commerce



**Awan Hermawan Purwadinata**  
Direktur Operasi  
Managing Director of Operation



**Heru Kuswanto**  
Direktur Pengelolaan Prasarana  
Managing Director of Infrastructure



**John Robertho**  
Direktur Perencanaan Strategis dan  
Pengelolaan Sarana  
Managing Director of Strategic Planning  
and Rolling Stock Management



**Dadan Rudiansyah**  
Direktur Keselamatan dan Keamanan  
Managing Director of Safety and Security



**Rosma Handayani**  
Direktur SDM dan Umum  
Managing Director of Human Capital  
and General Affairs



**Rudi As Aturridha**  
Direktur Pengembangan Usaha dan  
Kelembagaan  
Managing Director of Business  
Development and Institutional Relations



**Salusra Wijaya**  
Direktur Keuangan dan Manajemen Risiko  
Managing Director of Finance and Risk  
Management

## THE BOARD OF DIRECTORS' AND THE BOARD OF COMMISSIONERS' STATEMENT OF RESPONSIBILITY FOR THE 2024 ANNUAL REPORT OF PT KERETA API INDONESIA (PERSERO)

We, the undersigned, hereby declare that all information in the 2024 Annual Report of PT Kereta Api Indonesia (Persero) have been presented completely and we are thus fully responsible for the truthfulness of the contents in this Annual Report and Financial Report of the Company.

This statement has been made truthfully.

Bandung, June 2025 / Bandung, June, 2025

### DEWAN KOMISARIS

Board of Commissioners

**Said Aqil Siroj**

Komisaris Utama/Komisaris Independen  
President Commissioner/Independent Commissioner

**Rochadi**

Komisaris Independen  
Independent Commissioner

**Endang Tirtana**

Komisaris  
Commissioner

**Johan Sirait**

Komisaris Independen  
Independent Commissioner

**Diah Natalisa**

Komisaris  
Commissioner

**Chairul Anwar**

Komisaris  
Commissioner

**Sri Paduka Mangkoenagoro X**

Komisaris  
Commissioner

**Mohamad Risal Wasal**

Komisaris  
Commissioner



# Laporan Keuangan

Financial Report





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# 2024

Laporan Tahunan dan Keberlanjutan  
Annual and Sustainability Report



**PT KERETA API INDONESIA (PERSERO)**

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**Memperkuat Layanan dan Menjamin Keselamatan untuk Wujudkan Keberlanjutan**  
Empowering Services and Ensuring Safety to Cultivate Sustainability

Laporan Tahunan dan Keberlanjutan  
Annual and Sustainability Report **2024**